WORK AND PLAY

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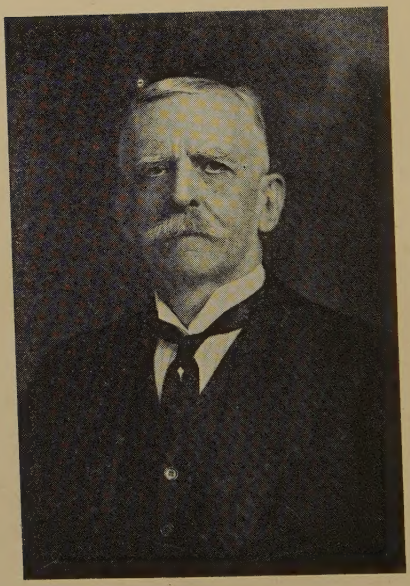
With compliments of
R. J. McCarty
August 1933



R. J. McCarty

WORK AND PLAY

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The

ANCESTRY

and

EXPERIENCE

of

RICHARD JUSTIN McCARTY

Compliments of

R. J. McCARTY

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By

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DEDICATION

To members of my family at whose request this narrative was written and to friends and acquaintances whose unexpected interest induced its publication.

WORK AND PLAY

CHAPTER I

ANCESTRY OF PARENTS

Joseph McCarty, my father, descended from Patrick McCarty, who, with two brothers, emigrated from Ireland about the year A. D. 1740. Patrick settled in Hampshire County, Virginia, and his brothers in other parts of that state.

In 1762, Patrick McCarty, while at work in his field, was attacked by a band of Indians, captured and burned at the stake. He left one son and four daughters.

Edward McCarty, the son of Patrick, was born in 1756. He commanded a company in the American army during the Revolution and in recognition of his services was given the honorary title of "Colonel."

He married Miss Elizabeth Miller, by whom he had fourteen children.

Colonel McCarty inherited from his father a large tract of land known as the "Black Oak Bottom", situated on the Potomac River sixteen miles west of Cumberland, Maryland.

In 1811 he established a bank which was managed by his sons and which afterwards became the First National Bank of Cumberland, Maryland. He was active in building highways and in opening up the country for settlement; also, he assisted in the promotion of the Chesapeake and Ohio Canal.

He died in 1824, recognized as one of the leading public spirited men of that part of the country; and, in the Providence, Rhode Island, American of September 21, 1824, there is a notice of his death, as follows:

> "Died, Colonel Edward McCarty in Virginia, aged 68 years, an officer and patriot of the Revolution."

Edward McCarty, a son of Colonel McCarty, was born in 1784 and was remarkable for his physical development. He was six feet four inches tall, but so well proportioned that he appeared to be much smaller than he really was; and, although he carried no superfluous flesh, his normal weight was two hundred and eighty pounds.

About the year 1810 he married Miss Sarah Cresap, by whom he had four children: Rebecca, James, Sarah, and Joseph, my father. She died in middle age and several years after he married her younger sister, Ruth Cresap, who bore him two sons, Aquilla and John.

Besides the cultivation of "Black Oak Bottom", which he inherited from his father, he assisted in development of the Chesapeake and Ohio Canal, took part in construction of the Baltimore and Ohio Rail Road and participated in other important enterprises of that region.

He had great faith in the future of the then undeveloped West. In 1844 he visited St. Louis, Missouri, and was on the point of purchasing a square mile of land where East St. Louis now stands. Before the deal was closed, however, the great flood of that year placed the land under too many feet of water to satisfy his judgment and caused him to withdraw. He then went further west to Saline County, Missouri, where he acquired a large tract which remained in the family for many years.

He died in 1849 of pneumonia due to ex-

posure, having fully sustained his father's reputation for enterprise and public spirit.

My father, on his mother's side, descended from Colonel Thomas Cresap, who was born in 1702 at Skipton, Yorkshire, England, and who, in 1716, presumably with his parents, emigrated to America and settled in what is now Allegheny County, Maryland.

Col. Thomas Cresap was a pioneer, trader and surveyor. By his liberality with the Indians he gained the title of "Big Spoon". He held British commissions in the Indian wars and afterwards was an officer in the American army during the Revolution. He married Hannah Johnson by whom he had two sons, Daniel and Michael, and three other children. He died at Old-Town, West Maryland, in 1790.

Daniel, son of Col. Thomas Cresap, married, in 1750, Miss Ruth van Swearingen, by whom he had a son Joseph, who was born in 1755.

Joseph Cresap served as lieutenant in the American revolutionary army. He married Miss Sarah Whitehead, by whom he had several children.

He died in 1827, an honored citizen.

Sarah, daughter of Joseph Cresap, was my father's mother. She was born in 1788 and died in 1827.

In this connection it seems proper to state that Michael Cresap, like his father, was active in the Indian wars preceding the Revolution. He was accused by Chief Logan of having murdered that Indian's family in the spring of 1774; but it is known that Logan was irresponsible through drunkenness and the evidence is that Cresap was not in the vicinity at the time. He lies buried in Trinity Churchyard, New York. His epitaph reads:

In Memory of
Michael Cresap First Capt.
Of the Rifle Batalions
And Son to Col. Thomas
Cresap Who Departed this
Life October the 18, 1775.

My mother descended from James McCally, who had been a captain in the British navy, but afterwards served as an officer in the American army of the Revolution. After the close of the war he settled at Clarksburg, Virginia. He had a son, also named James, who was born in 1786 and educated as a physician.

Dr. James McCally was a large man, being over six feet tall and heavy in proportion.

In 1816 he married Miss Penelope Williams by whom he had eight children: Alcinda, William, Rachel, Virginia, John, Ann, who was my mother, Helen and Charles.

Dr. McCally practiced his profession in Clarksburg and vicinity for many years and at one time had considerable wealth, but lost it in going security for a friend. He was a member of high degree in the Masonic Fraternity and was generally recognized as a gentleman of fine attainments and generous disposition, but of somewhat choleric temper. He died at Clarksburg of old age in 1872.

My mother's mother, I have been told, was connected in some way with Joseph Warren of Bunker Hill fame; but, since my informant was a relative who seemed to take more pride in ancestry than in posterity, I suspect that the tradition may have conjecture rather than fact for its basis.

She was the daughter of William Williams, a physician. She was born in 1800 and died at Clarksburg in 1864.

CHAPTER II

FATHER AND MOTHER

My father, the younger son of Edward and Sarah Cresap McCarty, was born May 18, 1822, at Paddy Town, Virginia, now known at Keyser, West Virginia. He was raised on the "Black Oak Bottom", his father's farm near Paddy Town, and during boyhood and youth worked on that farm and was sent to private school.

When about twelve years of age he cut his foot with an ax and did not receive quite the proper surgical attention. As a consequence, while the injury was not noticeable and did not cause him to limp, his foot never entirely regained its natural strength and endurance.

In his eighteenth year he was sent to Dickinson College, Pennsylvania. He was far from being stupid, was energetic, was not at all inclined to dissipation and had been made to realize the importance of a good education. But he could not endure prolonged and sys-

tematic study and became so discouraged that he left college and accepted a position with a merchant at Cumberland, Maryland, a Mr. Lloyd Lowndes, with whom he remained a number of years. Mr. Lowndes had also an establishment at Clarksburg, Virginia, now West Virginia, and about the year 1845 he assigned my father to a position at that place.

My father was six feet tall, well proportioned but rather slender. His features were good, but he was remarkable for having dark eyes, fair complexion, black hair and full red beard. On the whole, while not quite handsome, neither was he homely.

My father and mother were married at Clarksburg on March 2, 1846.

They spent the summer and autumn with his father on the Black Oak Bottom and in the winter returned to Clarksburg, where their first child, Ada, was born December 25, 1846. Soon afterwards my father accepted a position with Mr. Lowndes, at Cumberland, where he remained until 1848 and then removed to Paddy Town. Early in 1849 his father furnished him with sufficient capital to start in business for himself and he imme-

JOSEPH McCARTY
1846

diately opened a store in Clarksburg. At that place there were born to my parents three more children: Valeria, born May 13, 1849, Richard Justin, March 12, 1851, and Josephine, February 13, 1853.

In 1853, my father, with a view to extending his business, entered into partnership with a man named Harmason and the firm bought a large stock of goods at Baltimore. These goods were at once attached by Harmason's creditors and my father went to Baltimore to recover them. He paid a lawyer a large fee for the information that the use of the goods for payment of his partner's debts could not be prevented. This serious blow to his business, in course of time, caused him to go further west.

The details of his adventurous career as a merchant, speculator and planter will be developed later as occasion may require.

My father was a courteous gentleman of good instincts, generous impulses and enterprising spirit; but, like most men of similar traits of character, he could not stand the strain of persistent and strenuous mental effort in the accomplishment of his objects.

The predominant purposes of his life were acquisition of wealth and education of his children; but, in the prosecution of these purposes, it was natural that, with his disposition, he should be the disciple of hope rather than of thought and experience.

My mother, a daughter of James and Penelope Williams McCally, was born December 13, 1827. She was educated at Clarksburg, where there was a good Academy. At an early age she displayed a remarkable predilection for literature, to which she devoted all her available time and energy and made such progress that her father styled her the "Modern Madame de Stael".

She was a little below the medium height and of slender graceful figure. Her complexion was light brunette; her eyes were black and her dark hair curled naturally and fell in ringlets around her shoulders. Her forehead was high, her nose straight and her mouth and chin, while showing kindness, suggested strength and determination.

She continued her literary pursuits after marriage and although the mother of several small children she wrote a number of excel-

MRS. ANN McCARTY
1853

lent moral essays which were published in the "Clarksburg Register" in 1852.

My mother also produced several hundred pages of manuscript showing the first draft of a novel, which she evidently intended to revise; also, the rough outline of another story. These manuscripts are contained in a "Day Book" such as merchants then used in keeping accounts. Some pages are written in a free legible hand and are of finished form and substance; others are in rapid running hand-writing and show erasures, changes by interlineation and cross writing, which make them difficult of interpretation. As a whole the manuscripts show expenditure of much time and thought; also, they indicate that, on account of the growing demands of her increasing family, she became more and more pressed for time to devote to literary work, until she was compelled to postpone it indefinitely. This is pathetically emphasized by the following paragraph which she wrote at the last of her partly developed story.

> "Where are the hopes of my youth? Had I hopes? O God of all living, thou knowest I had great hopes—high hopes—inborn hopes—fondly cherished, long, long clung to. They are gone with my

> youth. They are sacrificed on that altar where the incense that ascends sheds no balm of praise on the struggling spirit. But I must not complain that Duty has bound my soul with imperishable fetters."

But not for long was this admirable spirit of my mother bound. She died at Clarksburg, September 6, 1854.

She was a devout Episcopalian.

A portrait showing my mother as she was in 1853 is now before me and I can read in her strong yet gentle and beautiful features the ambition that urged her to realize, and the sense of duty which forced her to abandon, her cherished hopes.

Whatever she might have accomplished had she lived and been entirely free, it is certain that she had many, if not all, the qualities of a brilliant writer—command of language, powers of delineation, high moral perceptions—and that, above all, she possessed that without which genius, however great, can never manifest itself:

The Spirit of Achievement.

CHAPTER III

EARLY CHILDHOOD

My earliest remembrance is of myself, when less than two years old, trying to keep up with my father as he walked slowly to and fro on the front porch of the house where I was born. From impressions of this house, no doubt subsequently received, I recall a white cottage with green window blinds and a wide porch across the front, situated among trees in a large yard enclosed within a white picket fence.

In my third year I remember that we were living in a light brown house close to the street in a small yard with a grape arbor in the rear. One day when I was in the kitchen the colored cook gave me something in a saucer and told me to eat it out in the arbor. She probably did this as a diplomatic method of getting me out of her way. The object in the saucer was of pure white substance with

a brilliant yellow disc in the middle and I distinctly remember that the mere sight of it gave me a feeling of exquisite pleasure. Thus, it seems that my sense of beauty was first appreciably aroused. Now, I must have seen similar objects within a comparatively short time, but it was not until after many years that I realized the true nature of the contents of that saucer. This may be attributed in some measure to stupidity, but the principal reason seems to be that never again did a fried egg make any special appeal to my esthetic sense.

Soon after this my father and mother made a trip to Baltimore and I recollect seeing them start on their journey in a carriage.

My next remembrance is of my mother in bed moaning with pain; and, I next recall being with my father and sisters in a closed carriage moving slowly in the procession to her grave.

At this time the parents of my mother were living with their youngest daughter, Helen, at the home they had occupied continuously since their marriage. Their youngest son, Charles, who had been educated as

a civil engineer, was absent in the service of the Baltimore and Ohio Rail Road.

The home of our grand parents was situated on the main street of Clarksburg. The area of the lot was about one quarter of an acre. The house was of rough stone, had a small frame porch in front and contained six rooms. Immediately after the death of our mother Aunt Helen took my three sisters and myself to this place, where my father had arranged for us to stay until he could make definite plans for the future. To this end he built a frame addition of two rooms to the house.

My father, because of the serious loss brought about through his partnership with Harmason, disposed of his business at Clarksburg and in the spring of 1855 left us in direct charge of our Aunt Helen, went to Missouri and opened a store at Kansas City. Our uncle, Charles McCally, went with him and engaged in land surveying.

Aunt Helen was a handsome, amiable and conscientious lady of twenty-three. She could not have taken more interest in us had she been our mother; and the patience with which

she strove to promote my secular and religious education deserved much better results than it was possible to achieve.

When about five years old I was taken to a school which a Miss Lowther had opened in her home just across the street. I had refused to go, but Aunt Helen dragged me over and threatened to switch me if I did not stay. This, I believe, is the nearest approach to physical violence she ever made in her treatment of any of us.

The only other incident I remember in connection with school at Clarksburg is my encounter with a printed word in McGuffey's First Reader. I had been taught that the sound of a word is made up of the sounds of its letters. Under the method then used a pupil in learning a lesson would, when in doubt, place a finger under the word, march up to the teacher and hold the page before her. She would call out the word and the pupil would retire. I did this with the printed word Mr. and the teacher said, "Mister." Since this meant nothing to me I kept on holding the page before her until she repeated "Mister" in a much louder tone and ordered

me to go to my seat. When it came my time to read in class and I reached the mysterious word I stopped short; but since the teacher confined her efforts to saying "Mister, Mister" when she might as well have shouted "Hallelujah!", she could not get me past the word. Finally she gave up, attributed her failure to my contrariness, and kept me in after school. I do not remember how the matter ended, but know that had the word been spelled out in full or had I then been informed that all but the first and last letter had been left off for convenience no one but the teacher would have had any trouble.

The general condition of my mind about this time would seem to be indicated by certain questions I remember having asked.

That I had reached the conviction that there must be a cause for every event is shown by the question:

"Aunt Helen, what makes the wind blow?"

I do not remember the answer she made but am sure that if correct I could not have been made to understand it. I do recall, however, that I was led to the hypothesis that the wind was caused by the trees. This theory

was, no doubt, adopted because it carried the cause back from one tree to another until it was out of sight and, therefore, out of mind, and because it explained all the phenomena of wind within my limited experience. This hypothesis, although absurd, is really not more so than many that have been advanced by theologians, philosophers and scientists for the same reasons and which after serving a useful purpose have been exploded.

The history of human progress is largely the history of wrecked hypotheses.

That I was curious concerning the means and methods used by men in the achievement of their purposes is shown by a conversation with my grandfather:

We were on the front porch when a train passed on the rail road about a mile away. I asked him why the rail road did not run through the town. From his answer I gathered that it was because a train could not run up hill. Some time afterwards I heard Aunt Helen say that the rail road ran over the mountains and I asked her:

"Don't the rail road have to run up hill to get over the mountains?"

"Yes, or course."

"Grandpa told me that a train can't go up hill."

I do not remember her rejoinder, but probably because I could see the rail road apparently on a level and could not see it going over the mountains I accepted my grandfather's statement until experience had revealed the exact conditions.

That I had the common propensity to generalize from inadequate particulars is shown by this occurrence:

My grandfather and I were on the front porch when a lady in passing bowed to us. He had taken off his hat to her in a very courteous manner and I asked:

"Grandpa, what did you take off your hat for"?

"To show my respect for the lady."

After a while a gentleman came along and saluted us but my grandfather did not take off his hat. Sometime afterwards, having heard Aunt Helen mention this gentleman's name, I said in effect:

"Grandpa aint got no respect for him."

The gentleman must have been a good

friend of the family, for Aunt Helen was greatly shocked. I recall nothing more about the matter but am sure she did what was necessary to prevent the notion from becoming a part of the current gossip of the town.

No doubt many family feuds originate in conclusions no more warranted than that reached by me in this instance.

I remember little concerning the details of my religious instruction at Clarksburg.

Aunt Helen, like my mother, was devoted to the Episcopalian Creed. She took us regularly to Sunday school and church. My mother had dedicated her prayer book to me and it is now in my possession. Aunt Helen seems to have used every available device short of persecution to instill into me the spirit of that book. She succeeded, however, only in causing me to memorize this verse:

"A charge to keep I have
A God to glorify;
A never dying soul to save
And fit it for the sky."

About twenty years afterwards, when on a visit to Aunt Helen, she asked if I still remembered that verse. I repeated it and then said that I had often wondered why it always

reminded me of peach preserves. She said that a jar of peach preserves was my reward.

Thus, in course of years, I reached a clear notion of the practical significance of the law of association of ideas.

About two years after the death of my mother Aunt Helen was horrified by a proposal of marriage from my father. He was, however, fully justified in making the proposal because he must have felt warranted by the example of his own father, who had married the sister of his deceased wife, and because, aside from his feelings toward such a charming woman as Aunt Helen, he must have realized that she was devoted to his children and had done everything possible to replace the mother they had lost.

At Independence, Missouri, on August 25, 1857, my father married a lady twenty-one years of age or fourteen years younger than himself. He then, in due course, rented and furnished a house in Kansas City and arranged with Aunt Helen to bring my three sisters and myself to this western home.

We left Clarksburg on June 1, 1858.

A young man who happened to be going

west at the time accompanied us. The only thing I can remember about him is that his stiff white trousers had been creased in a plane at right angles to the general direction in which he would naturally walk; that is, they had been creased so as to insure the maximum of atmospheric resistance, wear and tear, interference and ungainliness. The only possible excuse for the condition seems to have been that the pants might have been so stiff that had they been creased fore and aft he might have had difficulty in sitting down. In fact, the only thing that did not seem to be the matter with those breeches was that they were not without form and not entirely void. Of course I did not realize all this at the time, but the general impression that every thing was wrong with those pants is what fixed them so clearly in my mind.

We traveled by rail to Parkersburg and I remember that we had at least one derailment. This caused me to notice how much the cars swayed on the rough track and made me wonder how they were kept on the rails at all.

At Parkersburg we boarded a steam boat

and I recall that when my sister Valeria and I went on deck and looked across the great Ohio River we thought it must be a part of the ocean which we had been told is a large body of water, for that is certainly what we saw.

The boat took us down the Ohio to its mouth, thence up the Mississippi to Saint Louis, where we were met by our uncle, Charles McCally. At Saint Louis we changed to a boat up the Missouri River to Kansas City, where we arrived on June 15, 1858.

CHAPTER IV.

CHILDHOOD IN MISSOURI

Kansas City, in 1858, contained about three thousand inhabitants. No rail road had reached the place. Its principal business consisted of outfitting pioneers and equipping mining expeditions. This business was conducted on the river front and the residential portion was situated on the adjacent bluffs and hills.

When we arrived my father's second wife was in childbed with a daughter that had been born the day we left Clarksburg. I was told to call her "mother" and taken to her room. She seemed kind enough and let me name her babe Ann, for my own mother.

My step-mother was of medium height and rather heavy. She had black hair, gray eyes and fair complexion, but her face was slightly freckled. Her mind was of average calibre

and had been given the ordinary grammar school training. She was a Presbyterian.

Aunt Helen stayed at my father's home and took care of my three sisters and myself for several months. She then married a friend of my father, a young hardware merchant of Kansas City, and went on her bridal tour. Thereupon our step-mother took direct charge of us.

When Aunt Helen returned she made the claim that my youngest sister, Josephine, had been given to her by our mother and took the child to her own home. This claim was fully recognized, because never again did Josephine live in the house of her father.

At the time my step-mother took charge of me I was a strong, vigorous and michievous young animal, whose curiosity was proportional to his vast ignorance and whose activities were greatly in need of adequate control. Consequently, it was proper that she should try to subject me to the discipline which Aunt Helen, with her amiable disposition and under the influence of her natural affection, could never have brought herself to impose.

Had my step-mother begun her difficult task by gaining my confidence and affection she might have produced in me towards herself something of that mixture of fear and love which she professed towards her Maker and thus might have gotten better results with less trouble to herself.

But she had no affection for me, for which she cannot well be blamed, and she was disposed to be impatient. Also, she had great faith in the Proverb:

"The rod and reproof give wisdom"

and was thoroughly saturated with the punitive doctrine of Calvinism.

There seems to be no doubt that I should have been chastened with the rod, but that my castigations were often too severe. On the other hand many of my iniquities were not found out, nor was I ever punished when my father was at home. Thus, it is possible that the total of my chastisements about balanced the total of my sins.

Many if not most people hold that such treatment as I experienced has a bad effect upon the character and for many years I was inclined to the same opinion. But in course

of time I caught myself attributing to my step-mother certain defects for which I now realize she could not fairly be held responsible and am led to suspect that, on the whole, the severity of her discipline may have done not more harm than good.

In the autumn of 1858 I was sent to a private school for boys which was conducted by an old gentleman whose name I have forgotten. Concerning him and his school I remember little, except that he spent much time in praising the Bible; that he appointed monitors; and that he taught geography as if the political divisions of the earth were as fixed as its islands and continents.

About this time I first saw a kerosene lamp. My father had brought one home and I was much interested in the mechanism by which the flame could be regulated.

I was sent regularly to Sunday school, was compelled to attend church twice every Sabbath and was taken to prayer meeting every Wednesday evening. I can remember nothing definite, however, concerning my moral and religious progress except the following incident: One morning I was greatly tempt-

ed to do something that my step-mother had forbidden. Suddenly it occurred to me that I might do it and deny it and all would be well. I am sure this is the first time I had ever thought of telling a lie. The idea was alluring and I confess that I lost no time in putting it into effect. But the fear of detection overbalanced the pleasure derived from the act and, in addition to this, I was found out and had to pay a double penalty, one for the act and one for the lie. Thus I became convinced that it is best to tell the truth.

The money panic of 1857, excessive competition and over-extension of credit, together with certain investments in real estate, forced my father to liquidate his affairs in the latter part of 1858. This did not lessen his faith in the ultimate commercial importance of Kansas City, but it destroyed his hope of deriving financial benefit from its development.

In the spring of 1859 my father took my two older sisters and myself to his sister Sarah, who with her family then lived on a farm in Saline County, Missouri. He then returned to Kansas City and arranged for his wife and her infant daughter to stay with her

relatives. Having thus made temporary provision for his family, he purchased a team, wagon and supplies and with my uncle, Charles McCally, went south and opened a store at Sabine Pass, Texas, which was then a small but promising seaport. He bought his first stock of goods in New Orleans.

The farm upon which Aunt Sarah lived and to which we had been taken by my father consisted of several hundred acres of prairie through which ran a small creek. The two storied frame dwelling house was large and its ornamental lightning rod excited my admiration and curiosity. The negro quarters, outhouses and barn seemed ample for their purposes.

Aunt Sarah was an amiable lady of middle age. She had two sons nearly grown and two daughters of just the age to be congenial companions for my sisters. She showed good executive ability in the authority over her children which she had delegated to their old black mammy, who was known as Aunt Ivy, and who, I was told, would not hesitate, by virtue of that authority, to inflict physical punishment.

Since no distinction whatever was made between us and our cousins I naturally came under Aunt Ivy's domination. Now, although convinced that she would thrash me if I did not behave I never felt the slightest fear of her; but, on the contrary, was disposed to abuse her patience by my presence. This, I now perceive, was due to the kindness of her disposition and to her instinctive recognition and observance of the simple principles of natural justice.

As will be observed, I had no boy companion of about my age. This deficiency, however, was compensated at first by my interest in the horses, mules, cattle, dogs and other live stock and afterwards by the friendship of Levi, a colored farm hand, whose disinterested kindness has never been forgotten.

Levi was breaking new prairie ground with a coulter plow drawn by four yoke of oxen. He fixed a seat for me between the plow handles and I enjoyed the riding even though it was at a velocity of only one mile per hour. When tired of riding I often amused myself hunting joint snakes. These harmless reptiles are so constructed that if struck with a

stick they will break squarely into pieces. Levi said that such treatment did not hurt them and that if not killed a broken snake would by sundown find his pieces, connect them up and be as good as ever. I afterwards learned that Levi was right except that the animal is not really a snake but a kind of lizard, that it must hurt when broken to pieces and that the detached parts instead of being reassembled by sun-down are replaced by natural growth which takes about a year.

Several times during the summer Levi hitched the oxen to a wagon and drove to the timber lands near the Missouri River for a load of wood. I always went with him. He had a good voice and often entertained me with such songs as:

My name is Sam and I don't care a damn
I'd rather be a nigger than a poor white man."

* * *

"Gentlemen I want your pocket change."

* * *

"If I had a scolding wife
I'd whip her sure's you born
I'd ship her down to New Orleans
And trade her off for corn."

* * *

In course of time I came to such familiar terms with the oldest and gentlest yoke of oxen that when they were yoked together I could climb up and ride either one with impunity. When the time came to harrow the ground that had been broken I asked Levi to hitch these oxen to a harrow and let me drive them. He did so, but as soon as the animals were free from the authority of Levi, instead of obeying my commands, they deliberately took me to the barn yard. I was naturally humiliated and also disappointed, because I had believed these oxen to be my friends. I now suspect that Levi knew what would happen, but whether he intended it as a lesson or a joke I have no idea.

I also spent much time getting acquainted with the horses, until one of them ran away and threw me. I was stunned by the fall and remember that I could not see for several hours afterwards. I sustained, however, no permanent injury.

During harvest time I was much interested in the work of reaping the wheat and barley, gathering the corn and cutting the hemp.

Near the house was the main country road with a telegraph line alongside. Once I found a dead prairie chicken near this road and was told that it had been killed by flying against the telegraph wire.

One clear day in autumn, just before dark, I saw a man riding by on horseback. I was surprised to observe that he carried an open umbrella, for I had been led to believe that those clumsy things were tolerated only as a protection against sun and rain. My inquiries developed that the man was a preacher and that he carried the umbrella to keep the dew from falling on him. Now, I had been taught that to be a preacher a man must be very learned and thus gathered that this man must know what he was doing and, therefore, that dew must be a kind of rain that comes out of a clear sky, either when you are not looking or after dark when you can't see it fall. But some years afterwards, when I understood the manner in which dew is formed, I decided that this preacher was so far from being learned that he must have been nearly if not quite of the same class as

those who insist that the earth is flat and stands still.

We remained with Aunt Sarah until in November 1859, or about six months, and were then taken back to Kansas City by her oldest son.

During this visit I was greatly benefited physically by the fresh air, by the play in which I was incited to engage and by the work I was encouraged to undertake. Also, I was improved morally by the industry and sterling honesty of purpose of every one with whom I came in contact and, certainly, my mind was improved by the practical experience I had gained.

At Kansas City we were delivered to our step-mother, who was living in a cottage she had rented and furnished.

My sisters, although Protestants, were sent to school at the convent and I went to a private school conducted by two Misses Garnett, who were amiable and excellent ladies to whom I became greatly attached.

I did the chores at home and spent a good deal of my spare time with some carpenters who owned a shop just across the street from

where we lived. Sometimes I was able to render slight assistance in their work and occasionally would go on an errand for them. In return they let me use certain of their tools. They also made a fine sled and presented it to me for Christmas.

Aunt Helen with my sister Josephine lived but a few blocks away and, of course, I often went to see them.

We lived in this place, however, only a few months and then went south to join my father.

CHAPTER V.

LATER CHILDHOOD

In the spring of 1860 my step-mother, her infant daughter, her youngest sister, Sallie, then about sixteen, my sisters Ada and Valeria and myself left Kansas City, bound for Sabine Pass, Texas.

We traveled by steamboat to New Orleans where we were met by my uncle Charles who took us by rail road to Berwick, Louisiana, and thence by steam ship to our destination.

The trip was uneventful except that on the Missouri River the boat ran into a snag which up-ended, tore a great hole in the upper deck and caused a panic among the passengers; that Sallie, who was a pretty, sparkling black eyed girl, made a great impression upon a young officer of the boat; that I was captivated by the chromatic effect of the cut glass pendants of the cabin chandelier; that there

was considerable speculation as to whether the boilers would blow up; that between New Orleans and Berwick the locomotive stalled several times from want of steam; that when this defect had been removed the excitement of an explosion which had been denied us on the boat was, fortunately without fatality, realized on the rail road; and that on the Gulf of Mexico nearly every one was sea-sick.

As the ship went up Sabine Pass I stood on deck and was impressed with the immensity of the flat green prairie with "islands" of green trees scattered far and near and great herds of long horned cattle ranging free.

The town contained but a few hundred inhabitants, but was growing rapidly.

We were taken at once to what was known as the Franklin Place, which my father had rented and prepared for our accommodation. This place was situated about a mile from the town on a shell road. It contained about ten acres of fenced ground. The house was frame, had eight rooms and was situated in a grove of china trees. There was an outhouse for the negroes, a barn yard and smoke

house. There were three servants; an elderly white man named Tolley, a colored woman and her husband. The live stock consisted of two gentle mustangs, a couple of cows with their calves, a number of chickens and a large black and tan hound, named Tray, that belonged to the place.

There was a school house in town, but no teacher. Sallie, who had spent two years at an academy in Dover, Missouri, considered herself qualified and started a school. But since her academical education seems to have consisted principally of learning to play the piano she soon gave it up. I was very fond of Sallie; she was a girl of fine character, but a good sport. In the autumn another teacher was acquired in the shape of a vapid young man who did not seem to have enough energy to cover his mouth when he yawned. He was soon replaced by a middle aged maiden lady from New Orleans.

My oldest sister Ada had a fine mind and was well informed for her age. Also she was remarkable for a quiet dignity which in some persons suggests a degree of wisdom that may not be possessed. However that

may have been in her case, she was so far beyond the school at Sabine Pass that she was sent to the convent school at Galveston, where she remained until the following summer.

There was a small church in the town, but I do not recall that there was a minister. But the home-made religion of my step-mother was more than sufficient punishment for our sins. She insisted on having family prayers and forbade every thing in the nature of play or amusement on Sunday. The very fact that we might want to read a book seemed sufficient reason for her to bar it on the Sabbath. In this connection I remember that she would not allow us to read on Sunday an innocent book entitled "Moral Lessons" and for no apparent reason other than that it was more interesting and intelligible than the Bible. This limited us to strictly religious literature, which was, of course, her implicit purpose. In meeting this situation Sallie, who generally tried to be loyal to her sister, was a first class conspirator.

As soon as we had become settled my father went to New York and replenished his

stock of merchandise. He also bought considerable household furniture, including four-poster beds and a large square piano. The whole was shipped on a small sailing schooner chartered for the purpose and arrived in good time shortly after his return. I do not know the weight of the cargo, but I heard my father say that the total freight charges were two hundred dollars.

About the same time the principal competitor of my father also went to New York for a similar purpose. He chartered a brig which reached Sabine Pass more than a month late and with the cargo in a damaged condition.

From this I inferred that schooners were more reliable than brigs. But in course of time I realized that the difference between the results had been due to differences in captains and weather conditions. Also, in course of time I learned that such unwarranted generalizations from particulars are not confined to the minds of nine year old boys.

When not in school I spent my time riding the horses, playing around my father's store which was situated on one of the wharves,

fishing and associating with the sailors of the vessels that happened to be in port. One of these taught me to whittle out and rig a miniature sloop. He was dark skinned and wore large ear-rings, spoke fairly good English and often made use of the remark, "When I were in France." I think he was an Algerian.

Another sailor showed me how to cook a hard shelled crab. He built a fire in the galley stove, put the live crab in a small tin bucket, poured in some water and set it on the stove. As the water got hot the crab got red. I did not like the idea of boiling any animal alive, but the sailor assured me that it did not hurt the crab at all. He may have been right, but he might as well have tried to convince me that the crustacean actually enjoyed the proceeding. I left the scene as soon as I could without giving offense.

It is possible that my mind never did entirely recover from the effect of the yarns told me by these good fellows.

About this time I made a discovery in trade and commerce. Now, to claim a discovery always involves a confession of previous

ignorance and if the thing discovered is something which every one of ordinary intelligence is supposed to know then the discovery is an evidence of stupidity. And so it was in this instance. I could understand why a man would work for wages or why he would work on a farm to produce grain and live stock to sell for money, but until my discovery it was not clear why my father would pay out money for merchandise and then sell it for money as soon as he could. I felt that there must be some good reason for this, but somehow was ashamed to ask any questions. At length the idea came to me that he sold the goods for more than they cost and the problem was solved.

At this time my uncle, Charles McCally, was county surveyor of Jefferson County, Texas, and lived at Beaumont.

My father, because of his dignified appearance and courteous manner, made many friends and was given the honorary title of "Colonel." Like most men of no particular intellectual tastes, he enjoyed company and usually had one or more guests at his house.

In the autumn of 1860 my step-mother's two brothers, who were about grown, came from Missouri and joined the family.

Early in 1861 we removed to a rented house in town. Soon afterwards Texas seceded from the Union; my uncle Charles joined the Confederate army; and Sallie married the captain of a steamboat.

There was naturally much talk about secession, but I heard nothing that contradicted my instinctive opinion that if the Southern States had a right to secede from the Union they would have the right to secede from each other. One day I ventured to state this opinion and was sternly rebuked, told that I did not know what I was talking about and ordered never again to mention such a thing. This reduced me to silence on the subject, but it had not the slightest effect upon the opinion. This is because my mind was not warped by the prejudice of selfish interest which every fair minded man must know from experience is the arch enemy of truth and of justice.

In the summer of 1861 my father bought five acres of land on the shell road about one

and one-half miles from town. I remember this land cost eighty dollars per acre. Here he built a large frame house, laid out flower and vegetable gardens and made other improvements that gave him about the handsomest and most comfortable home in the vicinity. I spent all the time I could with the carpenters and gained considerable elementary knowledge of building. We moved to this place in November, 1861.

In the mean time the Civil war had developed and all Texas ports had been blockaded. This made it impracticable for my father to replenish his stock of merchandise and eventually forced him to close his store.

In September, 1862 the yellow fever broke out in Sabine Pass and, as a consequence, we and every body else who could possibly do so left the vicinity. We went to Beaumont by steamboat, thence through Houston by rail to Brenham, and thence by horse carriage to Independence, a small town in Washington County. At this place there were fairly good schools for girls and boys. My father found rooms and board in a private family and we were sent to school at once.

It was here that my father introduced me to the celebrated General Sam Houston, who impressed me as a kindly old gentleman and who reminded me of my grand-father McCally.

We remained at Independence until November, 1862, when we removed twelve miles south to Chappell Hill, also in Washington County. This town contained then not more than three hundred white inhabitants. It was in a very fertile country and was located about a mile north of the rail road. Situated in the town was a seminary for girls and about a mile away near the rail road there was an academy for boys, which was known as Soule University. There were two churches, the Methodist, near the girls seminary, and the Presbyterian on the other side of town.

At first we lived in a small rented house, but within a short time my father bought a home just on the edge of town. This place contained about twelve acres of ground. The house was built of red cedar, which was plentiful in the vicinity, was of two stories, with a large brick chimney at each end. It

contained seven rooms exclusive of the kitchen, which was in a separate building, several steps from the main dwelling. To the east, or in front, was a large yard covered with Bermuda grass and containing china trees, a grape arbor and flower beds; on the south was the vegetable garden, on the north the barn yard and on the west was the kitchen and servants' quarters; still further west was a small field of about ten acres through the south west corner of which ran a small brook.

The place was well adapted for yielding all the vegetables and agricultural products required by the family and necessary to feed the live stock.

As soon as we were settled my sisters began to attend the seminary and I was sent to Soule University.

CHAPTER VI

MY FATHER AND THE BLOCKADE

The blockade of the Southern ports during the Civil War caused, as is well known, a scarcity of cotton obtainable by European manufacturers and greatly increased the price of that commodity in the foreign markets. On the other hand, the planters continued to produce the staple, so that there was brought about a congestion of cotton in the southern states and a corresponding diminution of the domestic price. Under such conditions it was clear that could the blockade be avoided large profits might result from buying cotton from the planters and selling it abroad. This situation made a powerful appeal to the enterprising spirit for which my father was remarkable.

Accordingly, as soon as he had made adequate provision at Chappell Hill for his fam-

ily, he devoted his time and energies to exportation of cotton through Mexico to England.

My father knew he could buy all the cotton he could handle at about his own price and that the problem was practically one of transportation and sale.

The shortest route to the Mexican border was about three hundred miles long and the greater portion of it traversed an unsettled country. The only available means of transportation consisted of farm or road wagons drawn by mules or oxen. My father found that to procure the use of these, together with the necessary equipment, maintenance and drivers, he must give to their owners one-half of the cotton hauled.

With this as a basis my father, finding that the business would require more capital than he could furnish and more personal service than he could render, took three men into partnership. One was an elderly gentleman from South Carolina with whom he had become acquainted at Sabine Pass. Another was a relative named Armistead Thompson Mason McCarty, from Loudon County, Vir-

ginia. He was related to both principals of the celebrated duel between Mason and McCarty, fought at Bladensburg, Maryland, on February 6, 1819, a detailed account of which was published in Harper's Magazine of March, 1858. He was about ten years older than my father, who called him "Cousin Mason." I never knew the exact relationship. The third party was a young Englishman who understood the Spanish language and who at once fell desperately but hopelessly in love with my sister, Ada.

In order to determine the best route for the traffic they purchased an ambulance and a fine team of mules with which Cousin Mason, my father, and the young Englishman drove to Mexico. They seem to have investigated the matter quite thoroughly. Matamoras was the natural point of export, but in order to reach that place they found it would be necessary to traverse for some distance what was then a sandy desert, which, although passable for mule teams, would be fatal to many oxen on account of the extreme heat and scarcity of water. To avoid this condition they considered the plan of

hauling the cotton to some point on the Rio Grande and floating it down that river to Matamoras. With this in view they visited Eagle Pass and Laredo. They also considered some plan which caused them to drive to El Paso, but what it was I do not know. They finally decided upon a haul to Matamoras, with detours sufficient to avoid the longest stretches of desert. Under this plan they hauled several wagon-loads of cotton to Brownsville, Texas, opposite Matamoras, and found it to be entirely practicable. A wagon-load of cotton consisted of about ten bales and was drawn by six mules or four yoke of oxen. Three or more wagons generally moved together, both for protection and to provide for double teams over difficult roads. By the primitive methods indicated they delivered at Matamoras by the summer of 1864 nearly two thousand bales of cotton. Of this, however, one-half represented the transportation charges on the other half. That they were not able to deliver more was because so many others engaged in the same business that the necessary wagons and teams could not be procured.

The young Englishman was stationed at Matamoras to receive the cotton and make proper disposition of the same. For some reason which I never understood about eight hundred bales of cotton belonging to my father and his partners were allowed to accumulate at Matamoras. In the autumn of 1864 my father went to Matamoras to take charge of the matter. Upon his arrival there he found that a few days previously the whole of the eight hundred bales had been destroyed by fire.

The cost of this eight hundred bales, reduced to United States gold standard and including the cost of eight hundred other bales given for transportation, was about fifty thousand dollars and their value at Matamoras at the time was about two hundred dollars per bale, or about one hundred and sixty thousand dollars.

In consequence of this loss the partnership was dissolved. My father, however, continued the business on his own account.

In the spring of 1865 he started several wagon-loads of cotton to Mexico. Soon afterwards he followed in the ambulance and

took me with him. We overtook the wagons at Goliad, stayed there a few days and then returned home. I do not know why we did not go on to Matamoras or what disposition was made of the cotton. The fall of the Southern Confederacy, which occurred at about that time, probably affected the result.

CHAPTER VII

EARLY BOYHOOD

When I entered Soule University in November, 1862, there were in attendance a number of pupils of about my own age. Had I seriously accused any of being a child there would probably have been a fight. Yet these creatures certainly were not men, neither had they reached their youth; but there is no doubt that they were boys, and, therefore, I will assume that my boyhood began at that time.

Soule University occupied a square tract of land of about ten acres upon which there were no trees. The building was a plain rectangular structure about fifty feet wide and sixty feet long. It was built of uncut lime stone; had three stories and the air chamber under the flat tin roof was densely inhabited by bats.

About half the students lived in Chappell Hill; most of the others lived in the adjacent country and rode to school on horseback; and a few of the older came from elsewhere and boarded in private families in the town. In all there were about forty pupils and students. I do not recall that at any time during my attendance there were more than two regular instructors.

At the time of entering this school I could read and write fairly well for my age of eleven years; knew something of elementary arithmetic and geography; and had read Mrs. Emma Willard's History of the United States. Also, I had studied Latin and Greek during the short time I had gone to school at Independence, but my knowledge of those languages was negligible.

The opinion which the instructors first formed of me is indicated by a remark one of them made some time afterwards to my father. He said that at first I seemed to be very stupid, but later showed myself to be a smart boy. I never took this as much of a compliment, however, because I felt that if he had been talking to any body else he would

probably have left off the last part of his remark. However that may be, my stupidity was certainly emphasized by my appearance and demeanor. I was tall for my age, slender and what is known as gangling; my hair was flaxen, my complexion fair, my eyes black and rather large and my experience had made me extremely diffident.

It was only by great labor that I could acquire book learning by memory alone. This made me slow in the languages, although it tended to make me accurate in what little I did learn. But even this accuracy enhanced my reputation for stupidity. For instance: one day the instructor wrote on the blackboard the Latin words, "mens tu ego," and asked what they meant. One of the boys answered, "Mind your eye", and the teacher said he was right. I then managed to say: "It don't mean that". Whereupon the teacher tried to explain that it was a pun and asked me if I understood. Now, I saw what was intended, but said: "It don't mean anything." I then tried to explain that "tu" means "you", that "tuum" means "your", that "mens tu ego" means "mind you I" and

that the pun should read, "mens tuum ego". But the instructor would not admit that this was right and I stood discredited. Now, I insist that if the instructor really could not see the point he was naturally more stupid than I and that if he did see it he shirked the issue at my expense and was, to say the least, unfair.

I had little difficulty in fixing in my mind a truth if I could see the reason, or a fact if I understood its cause. But even this tended to retard my apparent progress, because it often required a long time to find out the reason or the cause and in numerous instances, of course, I never did succeed. But in course of time, in order to keep abreast of the others I was forced to skim the surface by the use of memory and thus achieved the reputation of being a smart boy. Whereas, to that extent, I was but little better than an automaton.

The Presbyterian church of which my stepmother was a member could not support a resident minister and, consequently, was closed most of the time. But the Methodist church had a good attendance; its minister

being principal of the girls' seminary. Accordingly, my step-mother, believing that the Methodist was better than none, went to that church and made us all attend.

Early in 1863 the Methodists held a series of revivals at Chappell Hill. One evening I went to a meeting with my sisters and there met one of my chums. As the result of a double dare we went up to the mourner's bench. We knelt and bowed our foreheads to the padded rail, in which position were many adults in various states of spiritual emotion. Since we were the only boy mourners and our reputation for piety was not the best the minister gave us especial attention. But I do not remember what he said except that: "Religion is to love God."

As soon as my step mother learned of my performance she called me in and said:

"I am told you went up with the mourners the other evening."

"Yes, ma'm."

"Did you really repent of your sins?"

"Yes, ma'm," said I, for the sole reason that I knew I would be made to repent saying anything else.

"Then all your sins are forgiven and your salvation is assured if you sin no more."

"Yes, ma'm."

"But if you ever sin again there will be no salvation for you. Even if you do repent God will surely send you to hell."

At that time I naturally accepted this as one of the recognized tenets of Christianity, but years afterwards concluded that it must have been preached as a compromise between Presbyterianism, according to which the probabilities are that I was already damned, and Methodism, which it was necessary to recognize, according to which a man may sin, repent, yet sin again and still be saved.

Of course I sinned again almost immediately and, according to my step-mother, was almost immediately condemned.

I do not remember what effect her doctrine had upon me at that time, but within a few years I realized that if it were true then it would not be safe for any one to repent until the last moment of life and that however wicked a man may be his salvation is assured if he never repents until upon his deathbed.

Even before my alleged repentance my step-mother had been disposed to restrict my association with boys of my own age. She seemed to think that most of them were bad and would make me worse. After that event, lest I should sin again she was more strict and forbade me to go out of the yard without her expressed permission, except that I might visit a neighboring blacksmith and wagon shop. I suspect that this exception was in deference to my father who always encouraged my mechanical activities.

While from certain points of view this restriction seems harsh and even cruel, I am sure that in many ways it did me good. It removed the temptation to neglect my lessons and my work in order to play with the boys. Also, it drew me to my own mother's library, which my father had carefullly preserved, and in course of time induced me to read, superficially and fragmentally, but still to read, Plutarch's Lives, Rollin's Ancient History, Hume's History of England, Pope's Essay on Man and other standard works. When through with my studies and tired of reading, it caused me to spend some time in

the blacksmith and wagon shop, where I learned much that was of practical value. It also led me to do considerable work about the place. I soon began to take increasing satisfaction in all these pursuits and, consequently, decreasing interest in the frivolous pleasures of my purposeless friends.

Thus, the discipline which restricted my aimless liberty turned my energies to improvement of mind and to useful practical affairs, forced me to recognize the pleasure to be derived from achievement of good purposes and in course of time caused me to realize that Work, instead of being a curse, is, when performed with a proper spirit, really the best of Play and, therefore, one of the greatest blessings vouchsafed to man.

CHAPTER VIII

LATER BOYHOOD

Transition from boyhood to youth is naturally a gradual process with respect to both character and physique. But in my case, in so far as character is concerned, the change seems to have been somewhat rapid and premature because of the treatment to which I was subjected.

It had become one of my tasks every Saturday to take a sack of corn on horseback to the mill to be ground. This mill was situated about three miles from Chappell Hill, on the plantation of Mr. Terrell Jackson. I was the only boy who came there from town, but several of my school mates who lived in the country came regularly on a similar errand. While our corn was being ground we would run foot and horse races or indulge in other

sports and when the weather was mild would visit a swimming hole in the neighboring creek.

Mr. Jackson was a kindly gentleman and would often talk and joke with us; so that we regarded him as our particular friend. Thus, while we had no expressed permission we knew that he had not the slightest objection to our committing mild depredations upon the abundance of his peaches and melons.

In the summer of 1863 a peach tree that stood in Mr. Jackson's field and near the road bore a fine crop. One Saturday several of us boys visited this tree, which was not far from the mill, and each, having eaten his fill, placed a few peaches in his shirt bosom for the purpose of taking them home. This was done not for concealment but because we had no other way to carry them.

I gave mine to my step-mother and told her I had gotten them from a tree close to the road near Mr. Jackson's house. She liked the peaches and on the following Monday made me drive her out there in the buggy and took along a basket. I supposed

that she would first go to Mr. Jackson's house and ask permission to take a basket of peaches from that tree, for although I felt at liberty to take a few of the peaches while on an errand to the mill I would never have thought of going on the premises especially for that purpose. Now, there was another peach tree close to the road near Mr. Jackson's house but outside of his fence. This was not a very good tree and such peaches as it bore were quickly picked off by those passing by. In fact, the tree was practically bare of peaches.

My step-mother, having driven along the road, remembered the tree and thought it was the one from which I had taken the peaches I had brought home. When we reached this tree something like the following conversation ensued:

"You didn't get those peaches off of that tree."

"That ain't the tree."

"Where is it?"

"Right over there in the field."

"Did you ask Mr. Jackson if you might take the peaches?"

"Mr. Jackson wouldn't care."

"Did you ask him?"

"No, ma'm."

"Then you stole those peaches."

"Let me drive up to the house, Mr. Jackson will tell you."

If she had done this I am certain that he would have laughed and said that, of course it was all right and told her she was welcome to fill her basket. But the temptation to persecute me in the name of righteousness was too great for her to resist so that she told me to drive home. I tried to explain the situation but she said, in effect:

"You took those peaches without Mr. Jackson's consent, you are a thief, shut up."

I have often wondered what she would have said and done had I known enough and dared to cite as a precedent Mark II, 23-27, which shows that Christ approved of such larceny on the part of his disciples.

Now, she had often insinuated that I was a liar, in fact I am sure she had often applied that epithet to me, but since I cannot recall a specific instance I will not so state. And even so I confess she would have had justifi-

cation; but never before had any body called me a thief. And since I never would have taken the peaches home had I not felt perfectly innocent, it was all I could do to keep from open rebellion.

When we reached home she got a switch, called me into her room, shut the door and said, "I am going to punish you for stealing those peaches."

At that time I was, for a boy of my age, tall, well developed and strong and under the stress of the moment I suddenly realized that physically I was at least her equal. When she raised the switch to strike me I jerked it out of her hand, broke it to pieces and, as she stood aghast, confronted and defied her. I do not remember exactly what I said, but it was enough to make her put her hands before her face and turn away.

My father was absent, as he nearly always was in those days, and I expected that when he returned she would tell him about my conduct and that he would call me to account. But that did not disturb me, for I loved my father and was not the least afraid of him. I do not know whether she told

him anything about the matter, but if so he did not mention it to me. Never afterwards did my step-mother give me any trouble.

But she was my father's wife and I could not help feeling that through her I had shown him disrespect. Thus, although convinced of my own innocence, I felt sorry and ashamed. These feelings, together with the enduring effect of the discipline to which I had so long been subjected, seem to have held my newly acquired liberty in check and prevented any radical change in my conduct or demeanor.

I am sure that this episode gave to me at once a higher sense of natural justice and a greater spirit of self-reliance than otherwise would have been possible, for then and there I resolved that never again would I willingly submit to injustice or abuse. In addition to this it seemed to enlarge my vision and as, a consequence, to carry me to the threshold of youth.

CHAPTER IX

THRESHOLD OF YOUTH

At the end of the summer vacation of 1863 I resumed my studies at Soule University. I do not remember how far my theoretical education had been advanced by that time, but during the next two sessions I passed through, or rather over, the preliminary stages of English, Latin, Greek and Mathematics and did some desultory reading at home.

I must have shown a little more learning than some of the others, because one of my classmates prevailed on me to coach him in Latin and Greek during recitation. This was done solely to help a friend, but I cannot now understand how it could have succeeded as it did unless the instructor was nearsighted, absent minded or lacking in ordinary powers of observation. It did succeed, however, be-

cause at the end of the session my friend expressed his appreciation by means of a Latin lexicon inscribed to me as a reward for my diligence, which may be interpreted as diligence in my studies but which really meant diligence in coaching him. My own pride would not have permitted me to ask a friend to coach me in this manner, but it did not occur to me until afterwards that there was anything dishonorable in my conduct or that I was doing a real injury to my classmate.

One rainy day during the Christmas holidays my sisters, having observed my disposition for books, sought to turn it to their advantage by persuading me to read Bleak House aloud to them. I did so for about an hour and then threw down the book. It was many years before Dickens was able to redeem himself in my estimation.

About this time my father presented me with a small double barrelled shot gun which occupied most of my spare time for several months.

In the early summer of 1864, my uncle, Charles McCally, who had belonged to the

Confederate Army of Northern Virginia, was assigned to special duty in Arkansas and paid us a visit while on furlough.

He had enlisted in the Fifth Texas regiment which became a part of Hood's celebrated Texas brigade in Longstreet's division. He had participated in the Seven Days Battles and in the battles of Gaines' Mill, Second Bull Run, Antietam, Fredericksburg, Gettysburg, Chickamauga, The Wilderness and numerous smaller engagements. I never heard him speak of his experiences to any one else, but he related to me a number of his adventures.

He told me how, when on scout duty, he had killed at long range a Federal sharpshooter who was perched in a tree.

He also related how he had shot a lone Union officer who had charged him on horseback.

He told me something about a charge at Gettysburg in which his regiment took part. He said that when they reached the top of the hill the whole country seemed covered with Federal troops; that the regiment on his left had failed to keep abreast and to

prevent capture his own regiment was ordered to retreat. He said he was never so scared in his life and wondered how he had gotten down the hill without breaking his neck.

He said that when charging a battery he watched the cannon that was pointed in his direction and when the gunner started to fire it he would fall on his face and let the charge pass over him.

He stated that his regiment had gone into the battle of Chickamauga with two hundred and twenty-four men and had come out with only one hundred and twelve.

But what I liked best was his story of how while scouting he had crept up on a Union sentinel, but could not bring himself to shoot. He said he could kill men when they were fighting him or his comrades, but he could not kill even an enemy in cold blood.

He was wounded but once and then very slightly in the forearm, at Antietam.

Whenever I think of Uncle Charles I am reminded of a story Aunt Helen told of him when he was a boy at Clarksburg:

CHARLES McCALLY
1864

He and an older and larger boy were bathing in the river, when the boy, who could not swim, got beyond his depth and was about to drown. Uncle Charles rescued the boy and then went home with him. The boy's mother, suspecting from his manner that something had happened, asked questions and Uncle Charles told her. Now, she had forbade her son to go to the river and thrashed him for disobedience and the next day the boy thrashed Uncle Charles for telling. Verily, human nature is a wondrous thing.

Some time in the summer of 1864, my father gave me a black boy named Riland for a body servant. But I did not need him and did not want him following me around like a dog; so that I did not keep him very long. What became of him I do not remember.

During the summer vacation of 1864 my sister Ada was visited for several days by a classmate from a neighboring town. She was a vigorous blonde about eighteen years old and of dazzling beauty. Although she was very cordial and completely fascinated me, I stood in awe of her. I loved to gaze

upon her when she wasn't looking, but the instant she looked at me I would slink away. One day I happened to go into the parlor where she sat reading alone. As soon as I saw her I started to retreat, but she looked up, gave me a brilliant smile, held out her hand and said:

"Come kiss me."

Whereupon, my awe of her at once gave way to feelings much better suited to the occasion.

Those who have had a similar experience need no explanation of my feelings and those who have not could not possibly be made to understand. If the principle here indicated had been always observed, the decades and volumes which have been devoted to the explanation of the obvious and to attempts at the elucidation of the inexplicable might have been applied to better purposes.

My next experience with strange creatures of the opposite sex was during the following winter at a party given by one of my class mates. I was ushered into a room where eight or ten girls of about my age were standing in a line against the wall as if to prevent

the possibility of an attack from the rear. The hostess took me down this line, introducing me as we went along. She then said something about making myself at home and left me standing all alone. I noticed some of the boys talking to the girls and gathered that I was expected to do the same, but had no idea how to begin or what to say. I had met some of them casually when they had visited my sister Valeria at home but they had impressed me no more than had the butterflies of the garden. So, being at a loss, I stood still and did nothing, which was, of course, the worst thing I could have done. Presently I saw that some of the girls were glancing at me quite openly and then noticed that a pretty girl standing near was looking at me from under her lashes with a peculiar expression on her face. Instantly I experienced towards this girl the feelings which my sister Ada's charming friend had first aroused. But she had done her best and I probably would not have understood any advance short of her asking me to: Come kiss her. Being convinced that whatever I might do was sure to be wrong I went to one side and took a

chair. Before long I noticed that some of the boys were discussing my conduct and this made me mad. After a while I realized that the only way by which I could make myself at home was to go home. Accordingly, I slipped out of the house and in order not to excite remark by my sisters delayed my arrival until about the time the party would end. But even so, I was asked if I enjoyed the party. It is indeed fortunate that with respect to mendacity the Decalogue forbids only false witness against thy neighbor. I knew, of course, that I had made myself a laughing stock and resolved never to go to another party. I fancy it was easy to keep this resolution because I do not remember that I received another invitation during that stage of my existence.

It is sufficiently obvious from what has been stated that I had not been designed for social purposes.

When emancipation became effective in Texas my father owned four slaves, two men and two women, all approaching middle age. Soon after the close of the war he assembled his family in the main hall, summoned these

people and informed them that they were free. He explained that they could go whereever they pleased, but told them that to any who would stay and work for us he would pay five dollars per month and that in addition he would provide quarters, food and clothes as he had done in the past. They all were glad to stay.

The desire of these people to remain with us was illustrated some months afterwards, when my father, finding that he really needed only one of the men, paid the other off and told him to go. I distinctly remember that the darkey wept. But this was far from being the experience of many other masters.

My step-mother died on August 4, 1865, after an illness of several months. She left one daughter, Ann, and two sons, Edward and Harry.

Soon afterwards my father arranged with my step-mother's widowed sister, Joanna, to come from Missouri and take charge of his family. Aunt Jo, as we called her, was about twenty seven years of age. She never tried to influence my conduct except with re-

gard to religious observances and was always very kind, so that she and I soon became good friends.

In the previous chapters there have been set forth certain facts concerning my step-mother which, without explanation, may lead to wrong conclusions with respect to my motives and to erroneous estimates of her character. Concerning my motives I can state that the facts were given with a reluctance which yielded only to the conviction that they were necessary to the integrity of these memoirs. Concerning the character of my step-mother I have for years regarded her as a woman who did her duty as a wife and mother and who tried her best to promote the spiritual and moral welfare of her step-children.

Certainly my step-mother and I were not congenial but that, no doubt, was as much my fault as hers. She cannot fairly be blamed for the narrowness of her religion, which was the basis of her conduct, for in some directions she was broader than her creed. While she deprived my childhood and boyhood of many happy hours she protected

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me from the excessive price I ultimately would have had to pay for the temporary luxury of being spoiled. By her rigorous discipline she brought some order out of chaos and turned my energies into those channels which lead towards improvement and which, if rightly followed, invariably make for honor and achievement.

CHAPTER X

LATER YOUTH

Before the slaves had been formally set free in the region where we lived the cotton crop of 1865 had been made but not gathered. When given their liberty great numbers of the negroes naturally tried the alluring experiment of living without work, and this was especially the case with farm hands. As a consequence, many planters were unable to employ sufficient labor and much cotton went to waste in the fields.

Under these conditions my father made contracts with some of the more helpless planters to have their cotton picked for one half of what he would save. He then managed to employ labor to gather most of their crops. His success in this venture induced him to become a cotton planter. Accordingly, he rented for the year 1866 a fine

plantation several miles from Chappel Hill but on the opposite side of the Brazos River.

I attended Soule University regularly during the session of 1865-66. Also, my father arranged with one of the instructors to give my sisters and myself informal lectures on Astronomy and explain the constellations at our home on certain evenings.

My father spent most of his time on the plantation. Early in the spring of 1866, after one of his visits home, he took me back with him to that place, where I stayed over Saturday and Sunday.

The plantation contained about eight hundred acres of land, of which six hundred were in the river bottom and two hundred on the higher ground to the east. Of the bottom land four hundred acres were under cultivation; the remainder was heavily timbered with oak, pecan, ash and smaller trees and was used as a pasture. The higher land contained one hundred acres of tillable ground; the remaining hundred acres was a post oak grove in which were situated the main dwelling house with six rooms, the detached kitchen building of two rooms, the smoke

house, negro quarters, cotton gin, corn cribs, stable, stock pens, shop, garden and orchard.

I was greatly impressed by the wide free spaces and the ample proportions and picturesque appearance of the buildings and their environment. Also, I was excited by the reported abundance of game and the prospect of good hunting. Consequently, I became anxious to spend all my spare time at the place.

There were four routes from Chappell Hill to the main dwelling of the plantation:

1. By rail road, east eleven miles to Hempstead, then by wagon road west three miles.

2. By main wagon road, southeast twelve miles to the river ferry; thence north to destination eight miles.

3. On horseback by country roads and bridle paths, northeast six miles to river; across the river; thence four miles through fields to destination.

By this route the river could be crossed either by canoe with the horse swimming alongside or without the canoe by swimming alongside of the horse.

4. On foot along the rail road track, four miles to the river; across the rail road bridge; thence to destination four miles through the woods.

I could not go between home and the plantation by the first route for numerous reasons: I did not have the money to pay the railroad fare. . . . I had a good mustang pony that my father had given me, which I might have ridden twenty miles around by the ferry, but that would have taken too much time and would have cost "two bits." I did not then feel equal to crossing the river by swimming. So that I decided to leave my pony at the plantation and walk.

Accordingly, I would learn my lessons Friday afternoon and evening, leave home early Saturday morning and reach the plantation in about three hours. In the afternoon I would generally mount my pony, ride into the woods and hunt until dark. On Sundays I would ride around, sometimes go hunting or otherwise amuse myself until the afternoon, when I would walk back home. My father never interfered with these activities nor did he ever mention them to me. I

learned from others, however, that he was proud of me for walking between home and the plantation. Aunt Jo once mildly rebuked me for breaking the Sabbath, but did so in such a perfunctory manner that even I could see she was merely easing her conscience. I laughed and gave her a slight caress; whereupon she smiled and dismissed the subject with a friendly gesture.

Early in the summer of 1866 Aunt Jo married a planter who lived near Chappell Hill; so that she lived at our home somewhat less than a year.

During the summer vacation of 1866 I stayed on the plantation, wasted much time, but did some work.

At Beaumont, Texas, on September 29, 1866, my father was married to a lady who had visited us while at Sabine Pass. She was a bright, sweet and gentle woman, about thirty-five years of age, and of good Virginia family. We soon became quite fond of her.

By this time both of my sisters had finished school and developed into young ladies.

My father raised a good crop of cotton in 1866, sold it for a fair price and made a good

profit. Encouraged by this result he rented the same plantation for the year 1867. He then leased his place at Chappell Hill, moved his family to the plantation and made his home there during that year.

I resumed my course at Soule University in September, 1866. This course included Plane Trigonometry, in which I had much difficulty; partly, no doubt, because of my own limitations, but also because of the character of the text book and the manner in which it was explained.

After the family had removed to the plantation I boarded with the people who had rented our place at Chappell Hill.

During this session I was reminded of the perfunctory rebuke that Aunt Jo had administered to me for violation of the Sabbath. By her marriage she had become stepmother to one of my school mates whom we called Jim. One Monday the instructor reprimanded Jim for not knowing his lessons. Jim's excuse was that if he learned them on Saturday he would forget them by Monday and that he could not study on Sunday because he was kept too busy with Sun-

day school and church. Now, aside from certain suspicions concerning Jim's memory and veracity, which this excuse seems to justify, the inference is that in religious matters Aunt Jo was more successful with him than she had been with me. This was, no doubt, due partly to the difference between Jim and myself and partly to the difference between the conscience of a step-mother and the conscience of a step-aunt. I do not remember that it was ever fixed so that Jim could know his lessons on Monday.

I continued to go on foot to the plantation but the novelty having worn off and my studies taking more of my time I did not go as often as before.

I especially enjoyed hunting wild turkeys in the spring when they were gobbling. The best grounds were nearly ten miles up the river and since the best time to hunt is early in the morning it was necessary to camp. I would leave Chappell Hill Saturday morning, walk to the plantation, get ready for camping, ride about ten miles, sleep on the ground with only a blanket under me, get up about an hour before day, hunt until

about two hours after sun-up, ride back to the plantation, get dinner, and walk back to Chappell Hill. And all this for the chance of shooting a fowl of no great importance or value. But it was play because it gave me pleasure. Had I been required to make the same effort in the achievement of some useful purpose in which I had no adequate interest it would have given me pain and, therefore, would have been work.

My sister Ada was married on the plantation in May, 1867, and went to Chappell Hill with her husband.

Early in the year I had an experience which will indicate what was then my attitude towards girls of a certain age.

In the family who had leased our home place and with whom I boarded were two daughters. One was about my age and the other less than two years younger. With the older I at once fell deeply in love; in the presence of her grace and beauty I was idiotic with a bashfulness which she made not the slightest gesture to assuage. On the other hand, her sister, a bright and pretty girl, gave me no such feeling; in fact she

annoyed me and it was often hard to treat her as a gentleman should treat a lady. I naturally felt that she whom I loved was indifferent and that she to whom I was indifferent loved me. Whereas, I now realize that if either had any affection for me it might have been the other way about. However, that may be, the policy of avoidance, which had been adopted after my previous experience at a party, was renewed and continued for several years, even though I was tempted to abandon it on more than one occasion. This, of course, is not peculiar to myself but is due to a natural principle which makes for social order, but which does not seem to have been given the philosophical attention that it deserves.

At the end of the session I went to the plantation for the summer. About this time my father bought from the owner of the plantation about three hundred head of native cattle and several unbroken mustangs. I took charge of this live stock and was given as my guides and helpers two smart young negro men of some experience in such matters. At that time there was much un-

fenced land and all cattle ranged free. During the winter they would stay in the river bottom where there was good food and shelter. For the rest of the year they would graze on the higher prairie lands. Our cattle were distinguished by a crop and two slits in each ear and a brand in the shape of a diamond on the left hip.

My work for the summer consisted of breaking the mustangs; killing and butchering one beef every week; selecting and providing cows for milking; breaking young steers to the yoke; and preventing our cattle from drifting more than about three miles from home. By the end of the summer I regarded myself as a full fledged cow-boy, but confess that I did not measure up to the standard that has since been established by writers of fiction.

The work often made it necessary to camp at night and, in addition to being sometimes dangerous, it generally required as much effort each day as I had expended in hunting wild turkeys in the spring; but although it was regarded as work it gave me more pleasure than hunting, because I took as

much interest in the work as in the sport or play and at the same time had the satisfaction of exerting myself towards a useful and important end.

About this time I made the acquaintance of one of the prominent gun-men of that country. He had killed nine men and was much feared. We first met on the range and he seemed quiet and peaceable. He appeared to take a fancy to me and we became good friends. Occasionally we camped together and once he told me of some of his experiences. He assured me that he had never shot an unarmed man and that every man he had killed had tried to draw his pistol first. He said he was sorry he had ever gone armed but that it was too late for him to stop. He then gave me some valuable advice: "If a man ever draws a pistol on you," said he, "keep still and he won't shoot." He said he expected to be killed by somebody and this is what eventually happened.

On August 1, 1867, the third wife of my father died on the plantation. I remember that just before her death she feebly motioned me to her bed side, called me a bright,

promising young man and bade me always to be good. We sincerely mourned her loss.

I returned to Soule University in September, 1867, but within a few weeks it closed on account of an epidemic of yellow fever and I went back to the plantation. I then resumed my work with the cattle and commenced marking and branding calves and yearlings.

In October my younger half-brother was taken with diphtheria. Our family physician was unavailable because of the yellow fever and the country doctor was incompetent. As a consequence the child died.

I often went coon hunting with the darkies. In these expeditions I was pleased, edified and astonished at the faculty of orientation displayed by the leading hunter; at the tricks by which the coons tried to elude pursuit and at the intelligence shown by the dogs in unravelling the puzzles their quarry would leave in the trail. In view of this experience I am convinced that some dogs and coons can think quite as profoundly and accurately as certain men of my acquaintance.

The results from the plantation for the year 1867 were disastrous: The army worm destroyed most of the cotton crop and what was saved did not bring enough to pay expenses.

In December, 1867, my father moved back to his home in Chappell Hill and then spent the following year in settling his affairs and making his plans for the future.

CHAPTER XI

LATER YOUTH

In January, 1868, I returned to Soule University. By that time some of my acquaintances seem to have gotten the impression that I was well advanced in Latin and Greek. But my reputation in this respect must have been due largely, if not entirely, to my ability to conceal my ignorance, for I do not believe that I could have expressed in either language a single original sentence of any considerable length. Still I knew the meaning of most of the words; which is, of course, of great assistance in English. I did, however, have a passable knowledge of Mathematics as far as Plane Trigonometry. Also, I had made some progress in Composition and Rhetoric.

A brother of my sister Ada's husband was a physician who lived at Chappell Hill. His

wife was a gracious lady about twenty-five years of age. Her wholesome beauty and quiet dignity had from the first commanded my admiration and respect. As our acquaintance grew her cordial manner and the kindly interest she never failed to show in my affairs placed me at ease while in her presence, and the sound common sense she displayed gave me confidence in her judgment. I often visited her and at length was made to feel that the greatest calamity that could befall me would be the forfeiture of her good will. I often consulted her and always followed her advice. I am convinced that affection for this kind lady and fear of losing her respect did more to keep me straight than any influence to which I had ever been subjected. She made me call her "Aunt Jennie," but I regarded her sometimes as a mother, often as an older sister and always as my most valued friend.

As indicative of her feeling towards myself at that time, the following is quoted from a letter she wrote to me about fifty years afterwards:

MRS. JENNIE SWEARINGEN
"Aunt Jennie"

> "I am sure I cared quite as much for you as you did for me. I had found you and claimed you my boy friend. I was ambitious to bring out the best of you. * * * I have never forgotten how you trudged through the Brazos Bottom to bring me a great wild turkey."

The turkey she mentions was probably offered with something of the spirit with which Abel is believed to have offered the firstlings of his flock.

What has just been related, together with other experiences of similar character convince me that admiration for the virtues of others and fear of their displeasure is analogous to what theologians style the love and fear of God, and that when these feelings between man and man shall have been developed to their highest limit, each, in effect, will love his neighbor as himself and the spirit of ethics will then have become identical with what is known as the spirit of religion.

During the year 1868 I gave considerable time to Composition and Rhetoric, and studied Analytical Geometry, Surveying,

Natural Philosophy and Chemistry. I also took a special course in double entry bookkeeping.

Each member of the class in Composition and Rhetoric was required to prepare and read every Friday afternoon an original essay on some subject of his own selection. Unlike most of my class mates I took some pleasure in this task. Early in one week I prepared a composition on a subject about which I thought I knew something. But I decided to make some changes; rewrote it Friday morning; put the first draft in my coat pocket and placed the revised essay in my desk. During the noon hour one of my class mates, whom we called Henry, and I in a spirit of fun changed coats. When the time came to read compositions he was called just ahead of me. Whereupon, he stood forth and read as his own my first composition which he had taken from my coat pocket. In view of the compliment implied and knowing I had the means for his destruction at hand, I kept quiet until he had finished. As soon as my turn came I arose and read my revised com-

position. The teacher demanded an explanation. I pointed an accusing finger at Henry and said, "Ask him." Henry admitted that he had found the essay in my coat pocket and thought it better than anything he could write. He did not show the slightest compunction for what he had done and had he been able I think he would have thrashed me for exposing him.

In the study of Composition and Rhetoric I was not only assisted but also stimulated by the reading I had done at home. In fact I was even moved to attempt poetry and ventured to reduce to verse the doctrine of salvation that had been enunciated to me by my first step-mother several years before. The following is the result:

The man who sins a little bit
  Repents and slightly sins again,
Is bound to hell's vast flaming pit,
  To torture beyond human ken.

But he who sins as he may please
  And does not even once repent
Till just before his life shall cease,
  May rest assured, God will relent.

As a part of the commencement exercises I was required to deliver an original

oration about fifteen minutes long. I had much trouble in selecting a subject. I could, without great difficulty, write a composition that would require about three minutes to deliver; but after several trials I discovered that I did not know enough about any single subject to keep me going fifteen minutes. At last it occurred to me to take a subject that could be subdivided into a sufficient number of others, and to make sure of enough subordinate subjects I chose as the title of my oration:

The Beginning and End of All Things. I have not the slightest remembrance of anything that was contained in that comprehensive discourse.

I have since observed that many professionals seem not disturbed in the least by the difficulties I had encountered. For, after they have told all they know about their subject, which is often little and sometimes nothing at all, they keep on talking, either about nothing in particular or about something that has no relation whatever to the stated subject.

When not engaged in my regular studies I did some reading and even memorized certain parts of Pope's Essay on Man. I also spent some time upon the problem of perpetual motion; from which it will be seen that the progress I had made in Natural Philosophy left much to be desired. In addition to these pursuits I did some work about the place and occasionally went hunting.

Once in the spring I found four wild ducks on a creek that flowed through the Brazos bottom.. As conditions were favorable I got within short range and when they bunched I killed three with one barrel, which I confess was not good sports-manship, and stopped the fourth with the other barrel as he flew. This was all the game I saw that day. As I rode through town with the ducks tied to my saddle I was asked where I killed them and gave the locality. Several young men spent the next day hunting in that vicinity and came home empty handed. They were mad because I had not told them I had killed all the ducks. I insist that they were unfair. They had assumed

that the woods must be full of ducks if I could kill as many as four; they would not have believed me had I told them I had killed all the ducks there were; besides they were a lazy lot and the exercise did them good.

During the summer my father obtained the right to take firewood from a tract of land in the Brazos bottom. He then gave me the task of cutting and hauling a sufficient quantity to last through the winter. For this purpose I had the services of an able bodied negro man, two good mules, a wagon and my own horse. At this time I was nearly six feet tall, weighed about one hundred and sixty pounds and was a good hand with an axe. A Methodist minister who had been one of my instructors lived on the road I used in doing this work. One morning as I passed his house he came out to the gate and spoke to me. He said, in effect, that he did not like to see me doing work that a negro could do; that my education had fitted me for better things to which he hoped I would apply myself. He was so considerate that I felt complimented and ap-

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preciated his action. But I inferred that he would rather see me do nothing than manual labor. I could never have made him understand that I took as much pleasure in what I was doing as I would in hunting. He was a good man, according to his faith, and meant well, but he made the mistake of regarding all manual labor as menial labor. My activities were not menial, I was not a menial servant and never intended to be anything of the kind. To that extent I followed his advice.

In the autumn I resumed my studies at Soule University.

By this time my father had settled his business affairs with the result that he had practically nothing left besides his home place, a few head of live stock and some necessary appurtenances. In these circumstances he resolved to try once more his fortune as a cotton planter. He sold his home to provide sufficient capital and rented for the year 1869 the plantation he had cultivated in 1866 and 1867. After the sale of our home we lived at Chappell Hill in a rented house until the marriage of my sister

Valeria in January. My father then left his two younger children with my sisters and took me to assist him on the plantation.

My father had sold all his cattle so that there was no work for me to do in that direction. I did considerable work for him in repairing wagons, plows and other implements; assisted in the maintenance of buildings, fences and cotton gin machinery and went upon his errands. For myself I planted and cultivated a few acres of cotton. During this period I paid little attention to books, but spent many evenings taking music lessons from the plantation fiddler who taught me to play: Wild Goose, Forked Ear, Arkansas Traveler, Leather Breeches, Drunkard's Lament, Lost Mule in the Piney Woods, some waltzes, schottisches and polkas. But I never became a good fiddler.

By the middle of September it became certain that the net returns from the plantation would more than realize the hopes of my father. He then determined to send me

to college and gave me the choice between the University of Virginia and Washington and Lee University.

All I knew about these institutions was that both were in Virginia; that one was founded by Thomas Jefferson and that General Robert E. Lee was the President of the other. I selected the University of Virginia because, of these two great men, I had the greater admiration for Thomas Jefferson.

CHAPTER XII

UNIVERSITY OF VIRGINIA

I entered the University of Virginia in the autumn of 1869. My father was disposed to leave the course of study largely to my discretion, but suggested Latin, French, German, Mathematics and Natural Philosophy. Accordingly, I entered those classes.

I soon found French to be impossible, German to be inscrutable and that even the little progress I had made in Latin had taken me to the limit of my capacity in that direction. Therefore, after several months of futile effort I abandoned the study of those languages. I naturally felt ashamed of myself for this, but found consolation in the thought that more learning than I could ever master was contained in English and in the belief that I could express in that language whatever I might happen to know. In this

situation I realized that my presence at college could be justified only by progress in Mathematics and Natural Philosophy. My father offered no objection to this course; presumably because the Professors of language must have reported me as being hopeless.

It was fortunate that Colonel Charles S. Venable was then Professor of Mathematics. The first time I met him he asked if I belonged to the McCarty family of Virginia and afterwards seemed to take particular interest in me on that account.

Algebra and Geometry appeared to be the same in Virginia as in Texas; but at first this did not seem to be the case with Trigonometry. In Texas I had been taught that the trigonometrical functions were measured lines, or at least that is how I had understood the instructor and the text. In Virginia, however, I was informed that those functions are abstract ratios and as such have no relation to measured distance. With the assistance of the tutor I finally overcame the difficulty and managed to go along with the class. But I felt instinctively

that I was depending more upon memory than upon reason and that I was not being well grounded in the science. One day in December, when I began to study the demonstration of a theorem as given in the text, it occurred to me that the man who had first proved that theorem might not have known, at the time, any more about mathematics than I should have known at that instant. Thereupon, I challenged myself, as it were, to make an original demonstration of that theorem. Accordingly, I shut the book and did not open it again until I had succeeded. But it took practically all my time for about two weeks and threw me behind my classes. Still I felt amply repaid by the fact that I had done something original and by the feeling that I had discovered how to study mathematics. Afterwards, in order to catch up and keep abreast with the classes, it was necessary, of course, to use the text; but I followed the process indicated as closely as was practicable. At the end of about two months the fogs began to clear away until at length the whole field of mathematics seemed to lie before me with

COL. CHAS. S. VENABLE
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only the details in obscurity. I cannot explain the satisfaction this afforded further than to state that thereupon mathematics became one of my pleasurable sports and has remained so even to this day.

The practical effect of my method of studying mathematics may be indicated by an occurrence at lecture.

I was called to the blackboard and given a problem from the text. Now, it happened that on the night before I had gone to Charlottesville with some of the boys and stayed until the small hours. As a consequence I had not had a chance to study the text. But the problem not being difficult I was able to reach an original solution within a few minutes. When the professor came around to examine me he looked at the figure I had drawn, saw that it was not like that in the book, said pleasantly that I must have misunderstood him, rubbed out my solution and restated the problem. Now, I had not misunderstood him and could think of nothing else to do but restore what he

had erased. When he came around again he said: "That is not the problem I gave you."

"I beg your pardon, Colonel, I think it is." Then I expounded my solution which, though crude, happened to be correct.

"How did you come to do that?" he asked.

"Well, Colonel," I said in a low tone and with what must have been a hang dog look, "the boys would not let me study last night and I had not seen the text."

He smiled, said, "I understand," and moved away. From one point of view I should not have tried to lay the whole blame on the boys, but in truth they would not let me study. Anyhow, the Colonel understood perfectly and that was the main thing.

Prior to this Colonel Venable would call me to the board in regular order, but afterwards he would do so at every lecture and would never give me a problem that was in the text.

In Natural Philosophy I made some progress, for which I am indebted to the kind

consideration of Professor Francis H. Smith, who often devoted more time than he could well spare to answering my questions.

At the end of the session I felt no regret for having abandoned languages, because I gathered from reports sent my father that I had made fairly good use of my opportunities for improvement in other directions.

During the summer of 1870 I visited relatives in West Virginia and Maryland; by all of whom I was cordially received and hospitably entertained. But in social matters I was a simple child of nature and now realize that my failure to measure up to certain accepted standards left me greatly in their debt. On the other hand, however, I feel that they derived some return through the amusement and curiosity to which my conduct must sometimes have given rise.

Early in September, 1870, I returned to the University of Virginia and made ready for the study of Mathematics, Natural Philosophy and Astronomy.

During the early part of the following session I seem to have made quite an impression upon all concerned:

The proprietor of our boarding establishment was, of course, anxious to make as much profit as possible. The most effective way of doing this was to reduce the consumption of expensive food. If the boarders did not resist, this could have been done either by inadequate supply or inferior quality. Concerning quantity the boarders would certainly have insisted upon having enough and would have stayed until they got it. But quality presented a different problem. Some of the students at our table discussed the quality of the food with profane emphasis, but did nothing more. I kept silent because I had met the landlord's charming daughter, who had produced upon me the usual effect. So that, when my opinion was asked concerning a certain article I would generally answer that it was as good as I was used to. At length there appeared a dish of rancid butter which none could eat. Several reappearances with increasing rancidity carried me to the limit. I took the dish, poured molasses over the butter, stirred with a spoon and sent the

mixture to the landlord with my compliments. In a few minutes he rushed up with the dish:

"Did you do this?" he demanded, trembling with rage.

"Certainly I did."

"What do you mean, sir?"

"That I pay for decent food and am going to have it."

"I will report you to the Faculty, sir."

"All right, we will go to the Chairman right now, but I will take this dish along."

He quickly disappeared and ever after gave us tolerable food.

But my troubles were not over, because of my admiration for and consequent fear of the landlord's daughter. Dreading the lady's reproaches, I shunned her until one day I tried to avoid a meeting by crossing over to the other side. She intercepted me, came up with a smile, held out her hand and said:

"I told father not to put that nasty butter on the table; I am glad you fixed it."

Shortly afterwards she married and went away. Therefore, in modern parlance, that was that.

In mathematics I entered the senior class with about sixty others. At the end of the session all had dropped out but about twenty. These, Colonel Venable, who had served through the war on General Lee's staff, called his "Texas Brigade," in recognition of their staying qualities. Naturally I took great pride in the thought that my uncle, Charles McCally, had belonged to that celebrated fighting unit.

By persistent application I graduated in Pure Mathematics in June, 1871, but am sure this would not have been possible for me without the method of study which has been indicated.

In Natural Philosophy I was much interested in Mechanics and other parts of the science to which mathematics could be applied. But I cared little for those portions that related to sound, heat, light and electricity. For the same reason, in Astronomy I gave much time to calculation of eclipses and similar problems to the neglect of other

features of that great science. As a consequence, when near the end of the session, realizing that I did not know enough about Natural Philosophy as a whole to pass the examinations, I did not make the attempt. But I had put into practice what I had learned and this seems to have been better than the greater amount of unapplied theoretical knowledge necessary to secure a diploma.

At the University of Virginia every student was treated as a man who was there to acquire an education. He was subjected to no discipline or restraint save that imposed by his pride and his honor as a gentleman. If these failed he knew from the traditions of the institution that neither the Faculty nor his fellow students would allow him to remain. Nor could he reasonably hope to escape detection. Thus, had a student coached a delinquent friend as I had done at Soule University, it is practically certain that both would have been discredited and disgraced.

I am convinced that whatever good there may be in my character is largely the effect of this admirable policy of the University of Virginia.

CHAPTER XIII

I VENTURE FORTH

I returned to Texas in July, 1871.

My father had opened a store at Chappell Hill in the latter part of 1869, with the husband of my sister Valeria as a partner. She had died soon afterwards and within a year her relict had married a widow with a large following of relatives. The store was unequal to the strain to which it was thus subjected and my father sustained serious loss before he could extricate himself.

I had expected to return to the University of Virginia and study Applied Mathematics and Civil Engineering but realized that my father, on account of the losses he had suffered, could not afford the expense. Accordingly I determined to earn sufficient money for the purpose. To this end I naturally sought a position in a corps of engineers. I confess that I greatly over-esti-

mated the practical value of my theoretical education but made no mistake concerning my limited practical ability, for I had sense enough to know that I must begin at the bottom.

My father had a friend in charge of a survey between Galveston and San Antonio. He wrote to this gentleman, who answered that he could do nothing at present, but would bear me in mind. After waiting several weeks I went to Houston and saw the Chief Engineer of the Houston and Great Northern Rail Road. He was somewhat abrupt, but very kind withal. He said he could do nothing at present, but if I would go to his engineering party which was then about one hundred miles north he would arrange for me to stay in camp as his guest until a vacancy occurred. I thanked him, but did not see my way clear to accept his invitation. There being nothing else to do I returned to Chappell Hill. My father said he was glad I had not committed myself, because he did not want me to hang around waiting for some other fellow's position.

After several more weeks of waiting I prevailed upon my father to let me go to the Houston and Great Northern party, provided I would not stay in camp until given a position. Accordingly, he gave me one hundred dollars, which he estimated would pay my expenses for the round trip. At that time there were only about eight hundred miles of rail road in Texas, none of which went in the direction I wanted to go. I bought a horse, saddle, bridle and saddle bags; after which I had left about twenty dollars in cash. Thus equipped I fared forth on September 6, 1871.

The distance to my destination was about one hundred miles in a straight line, but by the route I was compelled to travel it was considerably longer. The country was sparsely settled; the roads not only difficult, but sometimes indefinite.

On the morning of the fifth day I came upon the party about five miles north of Pennington. The engineer in charge was sitting at the foot of a tree examining some maps. I rode up, dismounted and, as he looked up enquiringly, I said:

"Good morning, sir. I would like a position in your party."

"Where are you from?"

"Washington County."

"How did you get here?"

"Rode," said I, pointing to my horse.

"Did you ride all the way up here on the chance of my giving you a job?"

"Yes, sir."

"Well, I'll be damned!"

Then, after several questions, he asked, jokingly:

"Can you cook?"

"Don't think I could stand my own cooking."

"Can you handle an axe?"

"That is one thing I can do."

"I have an axeman I don't like and if you want his job you can have it."

Then, remembering what my father had said about the other fellow's position, I remarked:

"But I don't like to take another man's job away from him."

He looked at me for a moment and said:

"I like to hear a man talk that way. I am going to discharge that fellow anyhow. If you want the job you can have it; you will be paid one dollar a day with food, tent to keep off the rain, with ground to sleep on."

"When shall I go to work?"

"Report to camp as soon as you can."

I went to Pennington, sold my horse, saddle and bridle for thirty five dollars; then shouldering my saddle bags I walked about three miles to the camp.

From what the engineer said I expected to sleep on the ground as I had done while camp hunting, but was furnished, in addition to blankets, the luxury of a thin single mattress.

Next morning we ate breakfast at sun-up, walked about two miles to the end of the line; worked till noon, ate a cold lunch, worked until about sun-down and walked to camp. Everybody did his best and there were no complaints. Similarly, every day except Sunday.

I studied the mechanism of the instruments, the methods of their adjustment and

the manner in which they were used. I also learned what I could concerning the general features of rail road location.

One day the transit got out of order and repeated attempts failed to bring it into adjustment. When the engineers stopped for lunch I got a chance to examine the instrument and found a screw loose in one of the standards; tightened the screw and there was no more trouble. Everybody seemed to think I was an expert, whereas, I only happened to look in the right place. Still, if I had not studied the mechanism I would not have been able to find the cause of the difficulty.

On another occasion the engineer in charge wanted the natural tangent of an angle but had left his book of tables at camp. He sent a man for the book and while we were waiting I calculated the quantity from the known angle and gave him the figures. He wanted to know how I had done it, but before I could make him understand the messenger returned with the book. He then tested my figures by the table and found them to be correct. I was able to

calculate the quantity because I was fresh from college and happened to remember the formula.

After about three months I felt that I had learned all I could from the standpoint of an axeman. Also, I could see no immediate prospect for promotion. So I decided to quit and asked for my wages to date. The engineer in charge said I would have to wait until he could get the money from Houston. I then arranged with one of the men to advance the amount and take my order on the Company for the same. The engineer in charge told me I was maka mistake. I afterwards learned that as soon as he received the money he intended to pay off the transitman and give me the position. But since I had no intimation of anything of the kind, I left the party.

I then tried to get a position with the Texas & Pacific R. R. Co. at Longview, but not being successful decided to go home for Christmas. So I started south by stage. While stopping at Huntsville I learned that the Houston and Great Northern R. R. Co. was organizing a party for survey of a branch

line about seven miles long to that town. On application I was employed as front chainman at $60.00 per month.

When the survey was finished I was made rodman on construction. The division Engineer, a northern man of somewhat coarse fibre, was intensely prejudiced against the South. One day his remarks became intolerable and I lost my job. I then continued my journey to Chappell Hill, since I had nowhere else to go, and reached there about the middle of February 1872. A few days after I was offered the professorship of mathematics at Soule University, which was accepted because there was nothing else in prospect. I held this position until about the middle of the next April, when I received a telegram from my friend, the engineer in charge of location of the Houston and Great Northern Rail Road, asking me to report to him at Crockett. Since the Faculty kindly accepted my resignation on two days notice I had no difficulty in getting away.

I served as transitman for over a year; was then made Assistant Division Engineer on construction and later acted as surveyor of

land lines, all of which kept me employed until the end of 1873. The gentlemen with whom I was associated in this work were all remarkable for energy, integrity and kind consideration for others. The Chief Engineer, learning that I wanted to return to college, generously offered me the necessary money on my own terms, and the same proposition was made by one of his assistants. I did my best to express my appreciation of their kindness, but did not accept because I could not bring myself to take the risk of not being able to discharge the obligation. I have always treasured remembrance of these proposals, not only for the confidence they implied but also because they were indicative of that fine sentiment which prompts every worthy man to help those who show a proper disposition to help themselves.

Owing to suspension of rail road development, due to the money panic of 1873, I returned to Chappell Hill in January 1874. I had saved some money and estimated that by renting land and raising a crop of cotton I could make enough more to carry me through Applied Mathematics and Civil Engineering

at the University of Virginia. If I showed any ability as a planter I certainly had bad luck.

In November, 1874, I accepted a subordinate position in an engineering party in Georgia, but remained there only about two months because I saw no prospect of advancement before completion of the work. I then determined to spend what money I had at the University of Virginia in the study of Applied Mathematics and Civil Engineering.

I reached the University early in January, 1875; called on Colonel Venable; explained the state of my finances; told him I had come to learn all I could during the remainder of the session. He advised me to enter the Junior, Intermediate and Senior classes.

The Professor was a gentleman of fine attainments but of peculiar disposition. He seemed to resent the suggestion that any one should enter all his classes at once. I explained the situation but could not satisfy him. In fact he even intimated that I would do well to keep up with his Junior class. I told him it was all or nothing and referred

him to Colonel Venable, who was then Chairman of the Faculty. I don't know what he did about it, but I attended all his classes just the same. He seemed especially to resent my presence in his Senior class, for he would give me difficult problems apparently with a view to making me ridiculous. While in this he no doubt had some success at first, fortune at last favored me. He gave me a complicated problem which, as it happened, I had encountered in my studies of Pure Mathematics and Natural Philosophy. The solution involved the use of a certain long and complicated formula in the Integral Calculus, which no one could be expected to carry in his memory. I asked permission to copy this formula from a treatise on the Integral Calculus. He shrugged his shoulders, raised his hands palms up, looked at me from under his eye brows and said:

"You must solve the problem."

This compelled me to derive the formula from first principles which I was fortunately able to do. But the process occupied much

space on the blackboard. When I had finished he looked at the result and compared it with the text:

"Why, that is right; but your process is too long."

"That is because you compelled me to derive the Integral formula."

He gave another shrug, shook his head and remarked:

"You should know it."

"Now, the formula which he thus insisted that I should carry in my mind ready for instant use was this:

$$\int x^{m-1}(a+bx^n)^p dx =$$

$$\frac{(a+bx^n)^p x^m}{m} - \frac{bnp}{m}\int x^{m+n-1}(a+bx^n)^{p-1}dx$$

I rubbed out this formula and its derivation. Then, turning to him I said:

"I challenge you to put that formula on the board without copying it from the text." I admit this was a bluff, but it worked for he turned and walked away. Then I said:

"You know damned well you can't do it."

He whirled around and said:

"You are insolent, I shall report you to the Faculty."

While my rejoinder was prompted by an outraged sense of fairness, I must confess that it should have been expressed in less emphatic and more elegant terms. Among other things I told him that I did not believe the Faculty would approve of his attitude but that, if so, I was prepared to leave the University at once.

But he did not report me. On the contrary, he came to my room that evening. After a full discussion of the matter we apologized to each other and afterwards had no further trouble.

About this time, upon invitation of some of my friends, I became a member of the Beta Chapter of the Zeta Psi Fraternity.

After studying about sixteen hours every day for about five months I stood the examinations, was awarded a diploma in Applied Mathematics and Civil Engineering and given by the Professor the following letter:

> "Mr. R. J. McCarty graduated at this University in the Department of Applied Mathematics and Civil Engineer-

> ing. Having become intimately acquainted with him during his course of studies I do not hesitate to commend his services to the Profession. I am fully convinced that his energy, his superior attainments in the various branches of exact science, his ability of combining theoretical principles with requisites of practice and his moral deportment of sterling worth, will secure to him lastingly the favors of his future employers."

As an indication of character the magnanimity of this letter more than counter-balances his original attitude.

But I am sure the letter, which does me too much credit, would not have been written had I tamely submitted to unfair treatment. It is given in support of the proposition that:

> Nothing is ever lost in the end by contending for what is right.

It would seem that this proposition is too well recognized in theory to need any support. On the other hand, observation and experience indicate that its practical application is nearly, if not quite, the exception rather than the rule.

Many of my acquaintances have expressed sympathy for the painful effort they imagine my last experience at college involved. It is

RICHARD J. McCARTY
1875

true there was effort which might have been painful to some, but, really, taken as a whole, it gave me as much pleasure as any sport in which I ever was engaged.

This, of course, is in accordance with a principle which while almost axiomatic is not given sufficient emphasis in systems of education.

By proper interest in the task, work is changed to play.

CHAPTER XIV

IN SEARCH OF OPPORTUNITY

I did not feel adapted to the environment of the East nor was there any position available in Texas. Accordingly, at the solicitation of my sister Josephine, I went to Kansas City, where she was living with our Aunt Helen. I reached there in the latter part of June, 1875.

During the fifteen years since I left Kansas City on a steam boat bound for Texas, that place had grown from a town of three thousand inhabitants with no rail road communications to a city of about thirty thousand with rail roads to the north, south, east and west.

After a futile search of several weeks for a situation as engineer I found myself practically broke. At that time the Kansas Rolling Mill Company was building a mill at

Rosedale, a small town about four miles from Kansas City. I went there and told the Superintendent that I wanted a job. He put me to work at common labor at the standard wage of one dollar and a quarter per day.

The next day a prominent business man of Kansas City to whom I had been introduced happened to be in Rosedale, saw me at work, shook my grimy hand and paid me a compliment.

A few days afterwards the gang I was with was ordered to move a pile of lumber about fifty feet. I would carry about twice as much as any of the others and make about half again as many trips. It was a job at which a man could loiter at his ease. One of the men said to me:

"Look here, young fellow, you are spoiling this job."

"I thought that is what we were put here for," I answered.

The superintendent noticed that I was doing more work than any of the others and within a short time made me foreman of the gang at one dollar and one half per day. I

discharged the fellow who had rebuked me for doing too much work, not because I felt the slightest resentment, but because I knew that the influence of his presence would do more harm than his perfunctory work would do good. I also knew that there were plenty of idle men who would do much better and that to keep this fellow would deprive some one of those of a chance to work, which would have been an injustice to the better man. The fact that I did not know this better man at the time did not affect the principle involved. It was sufficient that he existed and could be found.

The principal purpose of this mill was to re-roll track rails for steam rail roads. Steel rails had not then come into general use. When the iron rails had worn out they would be replaced and the old rails sent to the mill to be cut up and made over. The mill was also designed to make bar iron and spikes for the general market.

In due course I assisted in placing the boilers and installing the furnaces, engines,

roll trains and other machinery. I thus gained practical experience which afterwards proved of great value.

The mill was completed in December 1875, and I was placed in charge of the mill office at about the salary I had received as transitman on rail road location.

The company had a similar mill at North Topeka, Kansas. After completion of the plant at Rosedale it was decided to abandon this other mill and I was placed in charge, pending final disposition of the property. Accordingly, I went to North Topeka in February, 1876, and remained there for about six months. For the greater part of that period I was merely the custodian of the property, with active duties which required little time or effort. This gave me plenty of leisure which I spent in a systematic study of metaphysics. I can give no reason for this except that my interest in that science had been aroused by certain quotations from Hamilton and Locke, which I had happened to read.

In August, 1876, I returned to Rosedale and resumed charge of the mill office at that place.

My principal duties were keeping time, giving men orders on the company's store, keeping their accounts, making the pay-rolls, paying the same, settling with the store and weighing coal and iron.

There was a comfortable extra room in the office building, which the company allowed me to occupy, and in return I often volunteered my services in emergencies. I also made a number of drawings and surveyed an addition which the company made to the town.

The men were well treated, seemed satisfied with their positions, but did their work generally, in a more or less perfunctory manner. In fact, I do not believe that of the artisans and laborers, more than one in ten did his best at all times. This statement is based upon my repeated observation, that whenever the manager or superintendent was in sight, nearly every man would work harder at whatever he might be doing.

I am sure that this was not peculiar to these men, but that it indicates the general attitude of the workman toward his task.

I noticed this particularly at the time, because it was so different from the spirit manifested by every member of every surveying party with which I had been connected.

The activities of the plant depended principally upon the fluctuating and uncertain demand for re-rolled rails. Consequently, the mill would sometimes operate at full capacity day and night for a month or more and would then shut down for several weeks. Nearly all the men would take orders on the company's store for their wages as fast as earned; so that when the mill shut down they would have nothing left. How these men managed to live when idle I have never been able fully to understand. Many were at all times anxious to discount their orders for cash at the store, but the company wisely would not permit this except in cases of emergency. Some of the men knew I had saved a little money, and would offer their orders to me at ten per cent discount. Upon one occasion I loaned twenty dollars for ten days

on this basis, which was at the rate of three hundred and sixty-five per cent per annum, with perfectly good security; but immediately felt so ashamed of myself that I never again did such a thing.

The rate of pay seemed to make no difference in this want of thrift, for, as a rule, the man who earned twelve dollars and a half per day would spend it ten times as fast as the man who earned a dollar and a quarter.

There were, however, about five men out of one hundred who were thrifty and I noticed that these seemed to take real interest in their work. After some thought, I satisfied myself that this was a perfectly natural condition by reasoning thus:

Suppose a man should take more interest in his work than in what is known as play; then, it is certain that he would work all the time and have neither leisure nor disposition to waste his wages.

Therefore, interest in work tends to promote the habit of thrift.

Again, suppose a man should be determined to make himself financially independent. Then it is certain that, were he honest, he would work hard to that end, and although

he might not at first take direct interest in his tasks this interest would ultimately be aroused by force of habit.

Therefore, the practice of thrift tends to promote interest in work.

It will be observed that in my search for an opportunity as civil engineer, I was led by necessity to common labor and thence to a clerical position that had no definite relation to civil engineering, but which gave me desire to study the human mind and give some thought to its propensities, as indicated by the conduct of artisans and laborers.

For the benefit of the many who are careless about fulfilling their engagements, I will relate an incident which occurred at this time.

The admiration I felt for the rigor with which the Count of Monte Cristo kept his promises, had made me resolve to emulate the example of that celebrated character. One pay day, a prominent lawyer of Kansas City presented a bill against one of the thrifty men of the mill. The man authorized me to deduct the amount of the bill from his wages. The money for the pay-roll had not been received and the lawyer was in a hurry. Since I expected to be in the city I promised to

bring him the money that evening. It so happened I could not get away from Rosedale until about nine o'clock. In order to keep my promise I was compelled to go to the lawyer's home. I arrived there about eleven o'clock and found him in bed. He was pleased, of course, but I did not expect him to show so much astonishment. He related the incident to several of his friends and it reached the manager of the rolling mill, who complimented me and assured me of his increased confidence. This was worth many times more than all the trouble it had cost. Every intelligent man knows that this is generally true and yet experience teaches that of ten such men not more than one can be depended upon invariably to keep his promises. There are three reasons for this:

1. It is easier to say yes than no.
2. It is easier to promise than to perform.
3. Most men being guilty, such offenses are generally condoned.

Taken as a whole, however, the reliable man has a great advantage and this indicates that the Laws of Natural Selection, apply not only to the body but also to the mind.

But while I had not found the engineering opportunity sought, there came to me another, which, although most alluring, seemed to involve certain startling responsibilities. Such opportunities naturally present themselves to every man. Some, through lack of emotion or from fear of consequences, evade them. These are certainly no credit to their sex. Others, abundant in sentiment but careless of results, grasp them without thought and bring trouble to themselves and all concerned. But life would be a dreary waste indeed were it not true that in these opportunities men may find their source of greatest satisfaction. Such an opportunity came when my sister Josephine introduced me to her dearest friend, and was grasped when we were married.

Her maiden name was Mary Louise Allen, and as a wife, friend and partner she has left nothing to be desired.

When we became engaged, in October, 1875, she was a teacher in the public schools; I was a foreman of laborers; and the most that can be said of our financial condition is that neither was in debt. Under these con-

ditions we decided to give the date of our marriage a good start and undertake to overtake it in about three years. By the spring of 1877, however, I had accumulated several hundred dollars and became impatient of any more delay. But her father, who had been a merchant, had suffered serious losses and she was anxious to help her mother. As a consequence, she would consent to an early marriage only on condition that she should continue as teacher in the public schools. I yielded, and we were married June 24th, 1877.

We secured quarters in a good boarding house in Kansas City and I moved in from Rosedale. I was thus required to travel four miles to work before seven A. M., and return the same distance after five in the afternoon. The transportation facilities were poor, so that it was necessary for me to walk the greater part of the time. I doubt if many young men would have submitted to this condition, but in view of the incentive and because of my experience in Texas, I felt no particular inconvenience.

MARY LOUISE ALLEN
1874

Within a month after our marriage I was bereft of my father. He had closed his store at Chappell Hill, Texas, and had rented a plantation near Hempstead, upon which he was raising cotton at the time of his rather sudden death on July 10, 1877.

He was a typical Southern gentleman whose every purpose was above reproach. His successes were due to his natural sagacity and energy, while his misfortunes were the result of his generous spirit and of conditions which could not be controlled.

About this time, through the influence of my wife, who was a Presbyterian, I regularly attended church and became interested in religion. The minister noticed that I seemed to listen to his sermons and congratulated her upon having such a husband. One Sunday he announced that, in order to encourage attention, he would present a fine Bible to the member of his congregation who would write the best abstract of his sermon. I listened to the sermon, and that afternoon took his text, put myself in his place, wrote a sermon in my own way and included as many of his ideas as I could remember. My wife, knowing that

I did not believe all I had written, amiably accused me of being a hypocrite and disapproved of my sending my production to the minister. But she yielded to the argument that there is more hope for a hypocrite with than without a Bible. The minister went as far as to say it was as good a sermon as he could write and awarded me the prize.

In June, 1878, I went to Texas to represent the Kansas Rolling Mill Co., in its claim for rails furnished to the Dallas and Wichita Rail Road. My movements being uncertain, my wife decided to live with her parents until our affairs became more settled. This condition dragged along from month to month for about a year, during which time I made several trips to Kansas City. At length, in June, 1879, she gave up teaching and went with me to Texas. About the first of August I was offered the position of Locating Engineer, on the Texas and St. Louis Railway, between Texarkana and Waco. This appeared to be the engineering opportunity I had sought. Accordingly, I accepted and she returned to Kansas City. The line between Texarkana and Tyler was al-

ready under construction. I organized a party and began the preliminary surveys between Tyler and Waco.

At this time, after nearly eight years, I met again the engineer whose abusive remarks concerning the South had led to the loss of my job at Huntsville. He applied for a position and since he seemed to have been sufficiently tamed by a Southern lady, whom he had married, he was employed as transitman.

At Corsicana, I received instructions to report to the Vice-President at Tyler, who appointed me Acting Chief Engineer and instructed me to take charge of the Chief Engineer's office at Texarkana. This I did about September 15, 1879.

I found the office well organized and in excellent condition. In fact, there was nothing which did not indicate ability and integrity on the part of the Chief Engineer. But the constructed portion of the road was far from being up to standard. In fact, the cuts and fills were so narrow and the timbers of some of the bridges were so defective that it seemed strange there had not been a serious

accident. This, I learned, had been caused by the Vice-President, who, in his zeal to hurry the work; in his entire ignorance of engineering; and from his absolute want of executive ability, persisted in countermanding the orders of the Chief Engineer. Against my protest the Vice-President continued the same policy and to this I could not bring myself to submit. Knowing that the Chief Engineer, much older and more experienced than myself, had been unable to cope with the situation and being at a loss what else to do, I followed his example and resigned.

CHAPTER XV

PROFESSION AND AVOCATION

I returned to Kansas City in October 1879.

When I left the University of Virginia in 1875, I regarded civil engineering as a profession in which any man of proper qualifications might find constant and remunerative employment. But after four years of experience, I concluded that engineering was not that kind of a profession. And, since practically all the engineers with whom I had associated seemed to be of the same opinion, it did not occur to me that there might be something the matter with my qualifications. This was no doubt the case but, even so, the condition remained that I could then see no way to make a living at my chosen profession.

Consequently, I resolved to find some avocation which would furnish continuous employment and give some promise of promo-

tion. Since the rail roads already in operation seemed to fulfill these conditions I decided to become a rail road man, and, in order to make a start in that direction, I accepted in November, 1879, a position as clerk in the Accounting Department of the Kansas City, Fort Scott and Gulf Rail Road Company, afterwards known as the Kansas City, Springfield and Memphis Rail Road Company.

By this time I had managed to save from my earnings about twelve hundred dollars and had incurred no liabilities. We wanted to establish a home of our own, but my wife's mother, who had been left a widow in 1878, asked us to board with her. This we did for several years.

My first task was purely arithmetical and consisted of checking the multiplication of the weights by the rates as shown on the freight way bills. Being anxious to learn something of the general features of the work I would often go to the office at night, and study the records. In this way and by conversation with the other clerks I learned that the conditions were as follows:

At that time rail road rates were not subject to governmental regulation. The General Freight Agent was a free lance with authority to quote to any shipper any special rate on any commodity, the published tariff to the contrary nothwithstanding. But every station agent was required to conform strictly to the published Tariff unless authorized by the General Freight Agent to use a special rate. Also, the General Freight Office was required to furnish to the Accounting Department copies of all authorities for special rates as soon as issued. It was one of the duties of the rate clerk of the Accounting Department to see that this was done. Under these regulations several hundred special rates were being authorized each month.

One night when I was at the office my immediate superior came in and asked me what I was doing. I told him that I already knew how to multiply weights by rates and was trying to learn something more.

A few days afterwards he called me into his private office. He said that the General Freight Office was not furnishing copies of all special rates and that so far as his Depart-

ment was concerned, certain rates might as well be made by the Station Agent. He then asked me if I thought I could remedy the matter. I told him I was willing to try and would do my best. The rate clerk was then given another position and I was put in his place. I immediately procured a large blank book, and, by working nights, and all one Sunday completed a systematic record of special rates in alphabetical order as to commodities. With this as a basis and with careful application the situation was soon brought into proper shape in so far as the Accounting Department was concerned. But this caused much trouble for the Freight Department and aroused the animosity of the Chief Clerk. This gentleman, who claimed to have some influence with the higher officials, even threatened to have me discharged. This is mentioned because, finding that no attention was paid to him, he strangely undertook to make good his threat and soon afterwards lost his own position.

While rate clerk I sometimes acted as Traveling Auditor in examination of stations and transfer of agents and thus gained some knowledge of station work.

Within a year I was made Freight Accountant in charge of all the freight accounts and statistics of the company.

The salary attached to this position was about that of a Division Engineer on rail road construction.

At about this time I was raised to the rank of father by the birth, on August 31, 1880, of our son Allen.

I held the position of Freight Accountant until the summer of 1882.

At that time the Company was extending its road from Springfield, Missouri, to Memphis, Tennessee, and was having trouble with a firm of contractors. Presumably because of my reputed experience as an engineer and my position as an accountant, I was sent to the work with instructions to ascertain the facts and make a report. I found that a great deal of the material to be excavated was a tough conglomerate of broken flint and clay, which could not be moved for less than a dollar per yard; whereas, according to the classification shown in the contract the price per yard was only fifty cents. Consequently, the contractors had lost their available capital; had exhausted their credit; and thus had

no funds to meet their pay-rolls, which amounted to about $70,000.00. I sent in a report of these facts and stated that I would wait at Springfield for further instructions.

The company immediately expressed to me personally, the full amount of $70,000.00, with instructions to use it in payment of the contractors' pay-rolls. I employed a good man, who happened to be a deputy U. S. Marshal, to assist me in guarding the money and took it out to the contractors' headquarters. The contractors insisted that the money should have been sent to them instead of to me; that they were responsible under the bond of their contract; that if I paid out the money their credit would be injured, in which case the company would be liable for damages. I told them to give me all that in writing and I would give them a written answer. And this was done. I stated in my answer that under no circumstances would I give them the money to use as they might wish; that I had no desire to injure their credit and to meet this condition I would give to their cashier $10,000.00, for payment to the men; that when he showed me receipted pay-rolls for that amount I would give him another

$10,000.00, and so on until the total had been paid. This did not suit at all. They blustered and threatened and said they intended to have that money. At the time the money, which made quite a large package, was in a corner and the Deputy Marshal was using it as a seat. I told them that I was prepared to shoot the first man who laid hands on the money. They knew I was prepared and evidently thought that I might shoot, for they made no move. After consultation they apparently decided to place me in a state of seige, for one of them announced that they would not try to take the money but would not accept my proposition. Then I played my last card by saying:

"If you do not accept that proposition in ten minutes, I will make you."

"We would like to know how."

"There are several hundred men outside waiting for their money. I will tell them that you won't let me pay them because you want to use the money to pay your other debts."

They saw the point, yielded gracefully and from that time we were good friends.

As soon as the money had been paid out as indicated I returned to Kansas City and reported to the President.

"Were you scared?" he asked.

"Of course, and from two directions, but I was more afraid of what the men would do to me than I was of the contractors."

The President said that he did not want to stop the work and asked me for suggestions.

I recommended a new contract which would provide that the company should pay all obligations incurred by the contractors on the work, that in return the contractors should turn over their whole outfit, but remain as employes of the company until the work had been completed. He called in his lawyer, the contract was drafted and the President and I went to Springfield at once and met the contractors. They were not in a position to refuse and the contract was duly executed. The President then ordered the outfit turned over to me as agent of the Company and placed me in immediate charge until completion of the work. This required me to remain in Southern Missouri for several months.

During this time I disbursed several hundred thousand dollars and, since there were

no banking facilities, it was necessary to have the cash. Consequently, I seldom had less than ten thousand dollars on hand, at any time during the month.

Among the laborers there were many who were anxious to spend their money as fast as it was earned and who offered to sell their wages at ten per cent discount. One of the contractors suggested that I use the money of the company for that purpose and keep the difference. I told him that I would not use my own money for such a purpose and certainly not the funds of the company, because that would be equivalent to embezzlement. He then asked if I would consent to his making some money in that way. Since this would relieve me of carrying so much money on hand I told him to go ahead. He immediately went home, borrowed ten thousand dollars and returned. My chief satisfaction in this was that it helped him make good some of the heavy loss he had sustained.

There were several sub-contractors on the work who had separate organizations, but whose men I was compelled to pay in order to protect the company. For this purpose I drove to the camp of a sub-contractor one

evening. I found that the pay-rolls were not in proper form and asked the bookkeeper to have them ready by morning. At breakfast when I asked about the matter he answered that he had done nothing; that the pay-rolls were in good enough shape already. Then I told him I would not pay the rolls until they were in proper form. At this he jumped up, jerked out his pistol and proceeded to express himself in a highly profane and threatening manner. I instantly recalled the advice of my mankilling friend in Texas, but since I was too scared to keep still I did the next best thing and kept on eating my breakfast. But when he said he was "from a dark country where they shoot men for fun" I knew he was bluffing and asked what country was that.

"South Carolina."

"But I am from Texas."

He instantly sat down, looked at me for a few minutes, grinned and apologized. We shook hands and had no further difficulty.

This work was completed in November 1882 and I returned at once to Kansas City.

I was then appointed Chief Clerk and placed in immediate charge of all the

details of the Accounting Department. After the character of work I had been doing I did not relish signing the name of another man instead of my own to all my statements and communications. On the other hand, there was here offered an opportunity to study from a practical standpoint every feature of rail road accounting. Accordingly, I accepted the situation.

My immediate superior was an excellent gentleman and one of my best friends. But he had little initiative and like most men of his type, had practically no executive ability.

After a study of several months I saw that the system of accounting was crude and could be improved. For instance:

Every voucher was copied by hand in a large voucher record. This required the employment of two clerks. I suggested that by means of copying ink, tissue impression book and press, all this copying could be done by the office boy. But my superior did not take kindly to the idea.

Again, the voucher clerk was required to give to the bill clerk a memorandum of all payments to be billed against outside parties. If an item of this kind were overlooked the

company stood to lose the amount. I suggested that all such items be charged on the voucher to a separate ledger account, which it would be the duty of the bill clerk to keep clear. I finally got my superior to agree to this, but the President would not consent until I had given him a full explanation.

I continued to make similar suggestions until one day he facetiously remarked:

"Mack, you are trying to fix this office so it will run itself."

"Wouldn't I be a wonder if I could," I answered.

"Yes, but there would be no use for us."

"I don't believe," said I, "that any man ever lost anything in the end by doing his best."

Now although he spoke with levity, his general conduct showed that his remarks reflected his real opinion, which was practically the same as that of the laborer who had rebuked me at Rosedale for doing too much work. And in consequence, as the laborer never bettered his condition, neither did my superior. In addition to this attitude, because of his utter lack of executive ability,

he would give orders to the clerks under my charge instead of through me, so that, although responsible for results, I never knew exactly what was going on. Excepting the feature of danger, the situation was similar to that which I had encountered as Acting Chief Engineer in Texas. Many good men are content to work indefinitely under such conditions. Such men are a necessary part of the machinery of civilization and should be given full credit for their industry, fortitude and persistence. But it is certain that I was not one of these because I resolved to make a change as soon as I had learned as much as possible about rail road accounting and statistics.

By this time governmental regulation of the rail roads promised to become serious. Such practices as special rates by telegraph, secret rebates and associations for maintaining rates, known as pools, either had become or were rapidly becoming extinct. Being interested in the situation I contributed several articles to the Kansas City Journal on the relations of the rail roads to the public but am not aware that they were given the slightest

attention by any except interested rail road men, who would naturally accept the conclusions I reached.

I also contributed a number of articles to the Kansas City Review of Science and Industry. One of these was philosophical, one related to Comets and one was a discussion of Meteors, which was copied by the Scientific American.

On August 8, 1883, our second child, Richard Justin, Junior, was born.

CHAPTER XVI

CHANGES IN POSITION

The General Superintendent of the Kansas City, Springfield and Memphis Rail Road was a man of fine executive ability. That is, he knew that the way to get the best service from a subordinate is to give him full discretion in matters of detail and hold him responsible for results. In the autumn of 1883 I told him I had gone as far as I could in the accounting department and that I would like to work under him. He had nothing to offer then but promised to bear me in mind.

In the spring of 1884 I was offered a situation at Seattle, Washington, as Secretary and Auditor of the Columbia and Puget Sound Rail Road Co., a subsidiary of the Oregon Railway and Navigation Company. I accepted this position partly because of the chance that there might be a better field in the ex-

treme West and partly because I was anxious to make a change for reasons stated. Since this move was really an experiment my wife and our two children remained at Kansas City with her mother.

Seattle, in 1884, contained about ten thousand inhabitants, among whom were many who, about thirty years before, had participated in the original settlement of the place. The honesty of purpose and generous hospitality of these old settlers were truly remarkable. My opinion of the community, taken as a whole, was stated in an article which I contributed to the Kansas City Review of Science and Industry in October, 1884, as follows:

> "The pioneers are, as a rule, intelligent, progressive men, and one is struck with the entire absence of that link between the savage and the civilized, the unprogressive backwoodsman; so that society is fully as cultured and refined and occupies as high a plane as elsewhere. It is true the distinctions of caste are not so finely drawn as in the East, but yet are full fine enough. The laws are well enforced, and the foot-pad and the vagrant are incontinently 'bounced' on first appearance. In short, there is to be found here all the freshness and

room for enterprise of a new country, and all the intelligence, thrift and social order common to the Western States."

My office was in the Freight and Passenger Station building, which was adjacent to the terminal yards. This gave me opportunity to study methods of transportation and increased my desire to change from the narrow routine of accounting to the more comprehensive field of executive operation.

While in this state of mind I wrote to the Superintendent of the Kansas City, Springfiled and Memphis Rail Road reminding him of our conversation in the autumn of 1883 and stating that I would still like to have a position with him. Soon afterwards I received the following letter:

"Kansas City, Mo., Jan 14, 1885.
R. J. McCarty, Esq.
Dear Sir:

Yours of the 5th. at hand. If you can come soon and want to take Fort Scott Station as Agent in general charge of the yard, cars, engines and men while inside the switches at Fort Scott, come on. Your work will be mostly outside with man in office able to run station. This will be a good chance for you to

show what you can do. Will start you in at $125.00 per month. Telegraph me if you will come and when.

Yours truly,

L. W. Towne."

Now, I liked the country I was in; the people were congenial; my duties did not absorb my whole time and energies; my superior officers did not meddle with the details of my work and my salary was considerably more than I was offered; but, being anxious to broaden my experience and become more efficient I accepted the proposition. I reached Kansas City about March 1, 1885, and reported for duty to Mr. Towne. In a few words he outlined the situation thus:

Fort Scott was the common terminal of three operating divisions; different division superintendents were giving orders to the locomotive foreman and yard masters; these orders often conflicted; this naturally resulted in unsatisfactory yard and train service and caused congestion and delay of traffic. He expected me to go down there and improve the service.

He then dictated a circular appointing me General Agent at Fort Scott and placing me

in entire control of everything inside the switches, as stated in his letter. Then he said with a smile,

"That makes you my boss when I am inside those limits."

I went to Fort Scott at once, spent some time in a study of the situation, rented a house and moved my family from Kansas City.

Had I known more about the practical details of the task before me I might have been led to depend entirely upon myself. But in determining the action necessary to improve the service I recognized my want of experience and did not hesitate to consult certain engineers, conductors and yard men. With the advice and co-operation of those good men a marked improvement in yard and train service was soon accomplished.

At first the Division Superintendents were disposed to resent the assumption by me of certain authority which had previously been exercised by them; but this feeling disappeared as soon as the service began to im-

prove. Also, the foreman of locomotives did not readily adjust himself to the new conditions but was soon brought into line.

My principal trouble was with the Traffic officials and I was often called to Kansas City to justify my action as against their complaints.

Once the Traffic Department accused me of antagonizing a large shipper. I showed that this shipper had been bribing the yard foreman to discriminate in his favor in placing cars for loading and unloading; that when I had discharged the foreman, the shipper had tried to bribe me. I then insisted that the good will of a majority of the shippers was worth more than the good will of this particular one. My position was fully sustained.

Finally, the Traffic Department denounced me to the President for mishandling less than car-load shipments. The basis of this complaint may be illustrated as follows:

A car would reach Fort Scott from the south on Monday evening with six consignments for Kansas City and one for a local station between Kansas City and Fort Scott. Under the old system this car would be held

at Fort Scott over Tuesday and the contents transferred. The consignments for Kansas City would go forward on a through freight train Tuesday night and reach destination Wednesday morning. The consignment for the local station would go forward on the local freight train Wednesday morning and reach destination on that day. Instead of this, on Monday night I would send the car to Kansas City on through freight. This, of course, would require the Agent at Kansas City to ship the local consignment back on local freight Wednesday. As a result the six consignments would reach Kansas City on Tuesday instead of Wednesday and the local consignment would not be delayed.

I explained this to the President and stated that I always gave such matters my personal attention and for that purpose went to the yards every night about nine o'clock.

As soon as I had finished he said, in effect, to his Traffic Official:

"Time and again, you have come to me with complaints against Mr. McCarty, and in every instance he has been right."

Then turning to me he remarked:

"Mack, go ahead and use your own judgement. I will see that you are not annoyed again."

And I never was.

On June 17, 1886, our third son, Charles Edward, was born at Fort Scott.

In the position I then held the salary was barely sufficient to provide for my family; I had gained all the experience the situation afforded and, while there was reason to believe that my services were satisfactory, there seemed to be little chance for promotion. Thus I was practically at a stand-still.

About the middle of July, 1886, I learned that the Metropolitan Street Railway Company had purchased all the principal horse car lines in Kansas City, as a basis for the construction, maintenance and operation of an extensive system of cable railways. I immediately went to Kansas City and the next morning called upon Col. C. F. Morse, President of that Company. I outlined my qualifications and experience, told him I would like to join his organization and referred him to

the officials of the Kansas City, Springfield and Memphis Rail Road Company.

He asked me to call again in the afternoon. When I did so he offered me the position of Secretary and Auditor at about double the salary I was receiving at Fort Scott, and I accepted without hesitation.

I arranged to be relieved at Fort Scott, rented a house in Kansas City, moved my family and assumed the duties of my new position about August 1, 1886.

CHAPTER XVII

METROPOLITAN STREET RAILWAY

The duties of Secretary of the Metropolitan Street Railway Company consisted of attending meetings of the Directors and writing minutes of the same; keeping a record of the stockholders and making transfers of the Capital stock; advertising meetings of stockholders, attending and making record of the transactions. This work having been properly systematized required comparatively little time.

As Auditor it was, of course, necessary to establish a system of accounts which would show in detail the assets, liabilities, receipts, disbursements, earnings and expenses and which would at the same time protect the Company against any mis-application or misappropriation of its funds. Years of experience in rail road accounting enabled me to

perform this task, as indicated by the following quotation from the report of an expert accountant who examined the books and records of the Company in December, 1887:

> "From reports and statements on file I am enabled to certify that all cash receipts have been properly entered on cash book and deposited with the Treasurer, and that all disbursements have been made on vouchers duly certified and approved and the cash balance as shown by the books is on deposit with the Treasurer.
>
> "The system of checks in connection with the collection and accounting of receipts from car fares is as complete as is possible to be made, commencing with the conductor and ending with the final deposit with the Treasurer.
>
> "It has evidently been the aim of the Secretary and Auditor to encompass himself and others with all possible safe guards for the protection of the Company's interest, and in this he has succeeded remarkably well.
>
> "I was very much pleased with the systematic manner in which the accounts are kept. Commencing with the organization entries, I have closely scrutinized every entry in the Journal for a period of seventeen months, and find nothing to criticise unfavorably, or that I would desire changed in any respect."

In addition to the accounting features mentioned in this report it was necessary to establish a system of statistics showing classified earnings and expenses for use of the President and Directors in estimating the efficiency of the management. This requirement was met by modification of the then prevalent system of steam rail road statistics with which I was familiar. To that end, and also being naturally interested in the practical problems involved, I made a systematic study of cable railway construction, maintenance and operation.

The Metropolitan cable line from Fifth and Main Streets in Kansas City, Missouri, to Tenth and Minnesota Avenue in Kansas City, Kansas, was completed and placed in operation in November, 1897.

The Twelfth Street Cable Line from the Stock Yards to East City Limits was placed in operation in April 1888. The power plant of this line gave trouble from the start and the engineers seemed unable to find the proper remedy. I made an investigation on my own account and in my own way and discovered that the driving machinery was

defective both in design and construction. I then went to the President, told him of my qualifications and experience as an engineer and explained the results of my investigation. He requested me to take the matter up with the engineers but I suggested that it would be better for me to submit to him a written report and for him to refer the same to the proper parties. To this he agreed and the next day I gave him a full detailed report, in which the defects in the machinery were pointed out and the remedy indicated. Several days afterward the President called me in and stated that his engineers had not approved of my report, but that the manufacturer of the machinery admitted that my conclusions were correct. He then asked me to take charge of the plant and have the proper changes made. I soon convinced him that I could not consistently do this in my present official capacity and that to do it as an engineer would be unprofessional under the circumstances.

After a few days he sent for me and said he was no more satisfied with the results of operation than with the methods of

construction; that his other interests prevented him from giving attention to the details even were he disposed to do so; that he had resolved to place the entire property in charge of some one man who would be given full discretion in all matters relating to construction, improvement, maintenance and operation and who would be held responsible for results. He then said he had been told of the executive ability I had shown in steam rail road service and offered me the position. I accepted and was at once appointed General Manager and Chief Engineer of the Metropolitan Street Railway Company.

The situation required:

1. Proper organization and discipline of employes.

2. Improvement in machinery and track in the interest of safety and efficiency.

3. Betterment of service to meet the demands of the public.

4. Increased economy of operation.

The South Main and Eighteenth Street Cable Line was placed in operation November 1, 1888.

Before the end of the year the President and Directors expressed satisfaction with the progress made and approved of the methods employed. Thereafter, while it is not claimed that no mistakes were made, the affairs of the Company were gradually and systematically brought into a sound and properous condition.

The process by which this result was accomplished may be outlined thus:

Employes were organized and disciplined strictly according to recognized principles of natural Justice. To this end all concerned were notified:

1. That the Company would pay standard wages for each class of service.

2. That every employe would be required to give a full day's work for a full day's pay.

3. That no partiality would be shown and no employe would be discharged without good cause.

4. That vacancies would be filled by promotion according to ability and disposition shown in the service of the Company.

5. That any employe who might have a grievience could, without prejudice to his position, state his case to the General Manager in person and that he would be fairly treated.

These rules are, of course, only special applications of the general principle that honesty and fair dealing is the best policy. But, while they are recognized, in theory, by all respectable employers and employes, it is certain that, in practice, they are not observed and enforced with the rigor which their importance demands.

I gave much personal attention to the observance and enforcement of the rules mentioned. To this end, while in the office, I was readily accessible to all employes and spent about half of each day in outside inspection and supervision. In order to inform myself of the requirements for night service, such as cleaning cars and emergency repairs and of the conduct of the men, I would occasionally go in a carriage to some power plant or car barn between 1 and 5 a. m.

The first time this was done, I found the night watchman asleep in the office with his

lantern and revolver before him on the desk. Without disturbing his slumbers I took both implements and inspected the premises. I found asleep in the cars five men who should have been at work. I awakened them, took their names and went on. When I returned to the office the watchman was awake. Placing the lantern and revolver on the desk I left without a word. None of these sleepers waited to be discharged. The watchman left because he knew he would not be retained and the others, evidently, because they realized I had found out that they were superfluous. Thereafter none of these nightly inspections developed any delinquencies that required serious consideration.

By the methods indicated, superfluous employes and those who had been holding positions by influence, favoritism or evasion were gradually eliminated or reformed. On the other hand, a very large majority were encouraged and stimulated to do their best.

The improvements made in track and machinery consisted principally of:

Remodeling 12th Street driving machinery.

Replacement of carrier and curve pulleys by others of better design.

Improved pulley boxes, giving better lubrication with much less attention.

New design of cable of greater strength and durability.

Readjustment of track and machinery so that trains might traverse curves by gravity and momentum.

The service was improved and economy of operation was enhanced chiefly by:

Concentration of repair shops at a central point and application of the principle of division of labor.

Reduction of all repair parts of machinery and cars to a common standard so as to be interchangeable.

Systematic supervision of purchase and issues of materials and supplies.

Increase of speed of cables from eight to an average of nearly twelve miles per hour with corresponding reduction in number of trains required.

The effective development of electric street railways began at Richmond, Virginia in 1888. Early in 1889 I inspected the sys-

tem that was then in operation at Topeka, Kansas, and recommended that the horse railway from the Stock Yards through Armourdale,Kansas, a distance of about two miles, be changed to an electric railway. This was done and that line was placed in regular operation by electricity on September 8, 1889. The immediate success of this experiment justified extension of the road about two miles to Argentine, Kansas. This was done as soon as practicable and the extension placed in regular operation December 20, 1889.

Several years before this an attempt was made to operate by electricity about a mile of street railway in another part of the city; but this, being unsuccessful, the experiment had been abandoned. Thus, the Armourdale Line is really the first practicable electric street railway built and operated in Kansas City and vicinity.

In 1889 the South Main and East Eighteenth Street cable line was extended from the Junction of Main and Delaware at Ninth Street, North on Main to Third, West to Delaware and South on Delaware to point of beginning a total distance of about one mile.

In the design and construction of this line I encountered a number of engineering difficulties. The manner in which they were overcome is indicated by the following editorial in the Kansas City Star of June 29th, 1889.

> "The trial trip over the Main and Delaware Street loop was made last night and the road was found to be in perfect working order. The crossing at Ninth Street, where the cable is dropped, was made without the slightest trouble, and the experiment of throwing three heavily laden cars across the Ninth Street line was accomplished with surprising ease. The test was satisfactory in every way, and indicates the great skill of the engineer having the work in charge. The completion of the loop is an important event in the history of cable construction in Kansas City, and goes far towards perfecting the most complete and admirable system of rapid intramural transit in the country."

I value this particularly because the writer did not know that I was the engineer in charge.

In the spring of 1890 I was offered what seemed to be a much better position in Cleveland, Ohio, but was induced to remain with the Metropolitan Company.

Soon afterwards I was sent to the Pacific Coast to study the methods of street railway operation in that region.

I will here relate something which shows how little some intelligent people seem to understand a certain phase of human nature.

The Manager of a street railway system took great pride in showing me a building which the Company had erected and equipped with a view to promoting the welfare of its employes. This building was well designed and substantially constructed. It was provided with baths, gymnasium, reading rooms and all other conveniences generally found in similar units of the Y. M. C. A. organization.

"I am sure," said the Manager, "that you approve of promoting the welfare of employes."

"Of course, every fair minded man would be in favor of that."

He looked at me for a moment and said:

"Somehow I get the impression that you do not approve of the plan. If so, please be candid and state exactly why."

"I think it will make trouble between your company and its employes."

"But," asked the Manager, "how can that be possible?"

"Observation and experience teach that a self respecting employe wants to be paid in full for his services in money and then be left free to expend that money as he sees fit. Therefore, I am sure that a majority of your employes would much prefer that the expense of maintaining this establishment be added to their wages. This idea will grow and eventually those most sensitive and passionate will persuade others to take action and the trouble will begin."

Within a month after this there was a strike of those street railway employes precisely for the reasons I had stated.

In October, 1890, I attended the Street Railway Convention at Buffalo, New York, and read a paper entitled: Motive Power for Street Railways, which showed in detail the comparative movement expenses per car mile for horse, electric and cable railway. This paper, which was published quite extensively, closed as follows:

> "Electricity has proven itself to be a powerful and useful agent for the propulsion of street cars although

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1890

> only in its infancy. It can, therefore, reasonably be hoped that experience will indicate many improvements which will result in reducing the cost of operating electric lines to such an extent as to emancipate the horse, and enable electricity to compete with the cable under much larger volumes of traffic than seems possible at present."

According to the Electric Railway Gazette of August, 1895:

> "This paper elicited wide and favorable comment and proved of great value to the street railway fraternity. At the succeeding convention the president of a large system of street railways made the statement that this paper had saved his company many thousands of dollars."

In the latter part of 1893 I was prevented by some of the Directors from securing a much better position in Chicago. Soon afterwards I was assured that my services were eminently satisfactory and was asked to make a contract to remain with the Metropolitan Company for five years. I refused this proposition because it involved bartering away my liberty of action. About this time one of the Directors called and stated that he wanted me for President of the Company and could arrange it if I would accept. I asked

if he had mentioned this to the President and he said not. I then told him that I could accept such a proposition only at the suggestion, or after the resignation, of that gentleman.

The Director left and never seemed to have any use for me afterwards. The reason for this is that he interpreted my refusal as a rebuke to his sense of honor and resented the stricture.

In order to effect proper economies in fuel consumption it was necessary to know the average horse power developed at each plant. By ordinary methods this was a tedious process and the results were not entirely accurate. To meet this condition I invented in 1893 a planimeter which would give the horse power of an indicator card without any calculation. Since, for some reason I never quite understood, this instrument could not be patented, I had only six made; five for the Company and one for myself. The latter I finally presented to the Engineering Department of the University of Virginia.

In the year 1894 the street railway situation at Kansas City became complicated. Be-

sides the Metropolitan there were three other systems, of which at least two had been over-extended. In order to protect their interests the owners of these lines undertook to effect a consolidation with the Metropolitan, which was the largest and, financially, the strongest of the four. This was accomplished and on June 1, 1895 the Metropolitan Company took over the other systems.

The opinion of others concerning the methods employed and the results accomplished on the Metropolitan Street Railway system to this date seem to have been fairly set forth by the Street Railway Gazette of August, 1895, thus:

> "Mr. McCarty's experience as an engineer, combined with his thorough knowledge of the rigorous business methods and discipline of steam railways, enabled him greatly to improve the mechanical details of the system under his charge, and thoroughly to organize the business and improve the discipline of the employes of the Company. The operating expenses of the system when he took charge were about 14 cents per car mile run; this he succeeded in reducing to about eight cents, while at the same time he improved the service and kept the property in good condition. This was equivalent to a reduction in expenses of

> about $240,000 per annum. In 1888 the system barely paid interest on its fixed charges; since that year, however, the company has been paying dividends without interruption, earning from three to six per cent over and above fixed charges every year and this notwithstanding increasing competition and periods of financial depression."

This article gives me, personally, too much credit. The results mentioned were made possible by the executive ability of Col. Morse, who did not meddle with the details, and by the loyal co-operation of subordinate employes. A friend one asked:

"How do you manage to get so many good men around you?"

My answer was:

"By giving each the benefit of reasonable doubt, then treating all with rigorous justice. Competent and worthy men welcome such treatment; the unworthy and incompetent cannot stand it and are eliminated as a natural consequence."

In the reorganization that took effect June 1, 1895 it was necessary to provide for certain officials who had protected their positions by time contracts. I was offered a

MRS. R. J. McCARTY
1895

position in which I would have been compelled to share authority with these men. But their methods were so different from those by which the Metropolitan Company had been brought from impending failure to success that I knew there was not the slightest chance of efficient co-operation.

Far be it that any strictures should be cast upon these gentlemen. But it would be neglecting a lesson of experience not to observe that the disasters which subsequently befell the Metropolitan Street Railway Company seem to have been largely due to neglect of certain principles which are generally recognized but which are continually being sacrificed for sake of expediency—the simple principles of Natural Justice.

Had my wife and I been as thriftless as we were continually tempted to be, financial considerations might have forced me to accept the position that was offered; but since this was far from being the case it was declined.

CHAPTER XVIII

VARIOUS ACTIVITIES

Immediately after withdrawal from the regular service of the Metropolitan Street Railway Company, I was engaged by that corporation to effect some extensive changes in the Twelfth Street Cable line made necessary by the vacation of a part of Bell Street.

This task was begun at once but, owing to delays in delivery of machinery and materials, could not be completed before winter. Since it was not practicable to do out-door concrete construction work in freezing weather the work was suspended in November, 1895, it being understood that I would finish the work in the following spring if my other arrangements would permit.

In the summer and autumn of 1895, I also supervised the construction of a power plant for the Kansas City Stock Yards Company.

In the latter part of November, 1895, at the suggestion of an influential friend I visited an eastern city where I might have secured the position of General Manager of a street railway system.

I met the president of the system, who was a successful banker and real estate operator, but had no practical experience in street railway management. He said that I had been well recommended and asked under what terms I would accept the position of General Manager. I stated that before giving a definite answer I would like to inspect the property and learn something of the present methods of its operation. To this he consented and I spent the next two days in making the investigation.

The track and equipment, while not up to the highest standards, were in fair condition. I noticed, however, a number of inexpensive changes that could be made in the interest of efficiency and economy.

But I was particularly impressed with the apparent want of co-operation and of interest that prevailed among the employes. In my opinion, the want of co-operation was largely

due to inadequate organization and the want of interest in the work was caused by laxity of discipline, which tends to protect the unworthy and to discourage the worthy employe.

In discussing the situation with the president I soon perceived that concerning changes in the physical property he was willing to defer to my opinion as an engineer. But with respect to the organization and discipline of employes I became convinced that while he seemed to agree with me in theory, he would never give me the authority necessary to produce the results for which I was willing to be responsible as General Manager. Accordingly, I withdrew.

Some of my friends insisted that I had made a mistake, but I have never had the slightest reason to regret my action.

It was on this trip that I made my first visit to New York City.

In that great city there were then, as there are now, many admirable things which are the product of, and which reflect credit upon our modern civilization. But these were too far below the surface to be apparent to an

unsophisticated individual reared on the plains of Texas and trained in the undeveloped West. However, that may be, the impressions received awakened my muse with the following result:

When first I went to great New York
Only a little while ago
I saw at once and did remark,
A modern Babylon! And it was so.

But it was worse, for in old Babylon
There were three independent men
Who would not worship Mammon;
Also, Daniel of the lion's den.

All had gone down to lure of gold
No sign of Shadrack, of Meshack not a trace
Nor any indication of Abed-nego did I behold;
And the Son of God had surely hid his face.

On December 4th 1895 I became a member of the American Society of Civil Engineers.

During the winter of 1895-1896, I kept entirely free from business responsibility and took what was practically my first vacation of more than a few days in nearly twenty years.

This time was devoted principally to the preparation and publication of a booklet entitled: The Quality of Wisdom.

In this essay I ventured to enquire into the origin and practical significance of religion. To this end, man was taken when his mind and morals were practically undeveloped. He was then considered as subject solely to the natural influences of his environment and the effects of these upon his character were then deduced by rational processes.

It was found that there may fairly be attributed to the influence of natural causes upon the mind of man: Notions of deity; development of the Ten Commandments; faith in the Messiah; and belief in immortality.

Also, it was found that at certain stages of human progress:

> Like moral precepts that require the aid of fable to enforce their truth, religion needs the emphasis of miracle.

And that:

> Those who have advanced beyond the reach of miracle may find the best religion in Practical Philosophy.

Several of my acquaintances who had no faith in miracle, particularly the Unitarian

minister, complimented me on this production. Also, in course of time I was pleased to receive from "Fra Elbertus" the following letter:

"Dear Mr. McCarty:
I must thank you for the very interesting little booklet you have sent me. I am reading it with pleasure and profit. You surely show an insight into the heart of things that is excellent.
With all kind wishes, I am
Your sincere
Elbert Hubbard"

I have no idea of what effect The Quality of Wisdom had upon orthodox persons who may have read it, further than that it made at least one convert:

Until that time my wife had been a devout and consistent member of the Presbyterian Church. As soon, however, as she had digested The Quality of Wisdom and had overcome her fears and conscientious scruples she renounced her Calvinistic faith and became a Unitarian. I was especially gratified at this when I was told that Zoroaster made only one convert during his lifetime and that this convert was not his wife.

In the spring of 1896 the work of changing the Twelfth Street Cable Line of the Metropolitan Street Railway Company was resumed and finished in April.

The nature of this work is outlined in the following, which was published in a leading Kansas City paper April 12, 1896. The clipping does not show the name of the paper but it was probably the Kansas City Star.

> "It isn't the easiest thing in the world to move a cable track, build a new portion, rebuild the old portion, make all the necessary changes and connections and never for a moment interfere with the operation of the road, and yet this is what is now being done on the Metropolitan system under the direction of R. J. McCarty, the well known civil and mechanical engineer."

The manner in which the work was done is indicated by the following quotation from the Kansas City Times of April 19, 1896:

> "The Twelfth Street Cable cars will run over the new loop at the Stock Yards for the first time today. Instead of running South on Bell and North on Genesee Street the route has been changed to South on Genesee and North on Wyoming Street." * * * * *
> "Engineer R. J. McCarty, for many

> years connected with the Metropolitan line previous to consolidation, was selected to make the shift and in a remarkably short time he has succeeded, to the satisfaction of all concerned, in performing the difficult task."

Concerning this work there also appeared in the Kansas City Journal of April 20, 1896:

> "Beginning yesterday morning the new change of the Metropolitan Street railway in the line running past the Stock Yards took effect." * * * * *
>
> "It was not until 4 o'clock yesterday morning that everything was in readiness for the abandonment of the Bell Street section, but promptly at the hour for starting the cars, the "rope" was all ready and with the first trip of the day yesterday cars were running on the new loop.
>
> "The work incident to the change has been one of magnitude, and one requiring great engineering skill but the running of the cars was not interfered with in the least.

Soon after the completion of this work I investigated and reported upon a proposed electric railway in Iowa.

In the following summer I was employed to reorganize and improve the electric street railway system of a small city in Georgia.

This task having been completed I returned to my home in Kansas City about the first of December, 1896.

During that winter I contributed to the Street Railway Journal and did some expert work in mechanical engineering, but spent most of the time in the solution of an astronomical problem which for years, had excited my curiosity.

It is well known that the moon always presents the same face to the earth. This is because it revolves around the earth in practically the same time that it rotates on its axis. When at college I gathered that this was generally regarded as a coincidence but that did not satisfy my mind.

In an article entitled: The Rotation of the Moon, I proved that:

> A planet or satellite in passing from a fluid to a solid state, if such process should be sufficiently prolonged, must ultimately by an interchange of orbital and rotary motion, due to the unequal gravitation of its parts with respect to the central body, rotate in the direction and in precisely the period of its revolution, whatever may have been the original rate and direction of its rotation.

Since it is conceded that, during an immeasurable period of time, the moon must have been in a fluid state the proposition stated explains perfectly why that satellite always turns the same face to the earth.

I sent this article to the American Journal of Science, but it was returned with the information that the same result had been reached by Professor G. H. Darwin and in evidence thereof was referred to the Encyclopaedia Britannica. I felt amply repaid, however, by the pleasure the investigation afforded and by satisfaction at having been able to reach a correct result through all the mazes of such a complicated problem.

In the spring of 1897, I made a reconnoissance for a proposed steam railroad in Louisiana and submitted a report upon the same.

Most of the following summer was spent in the purchase of real estate in Kansas City and in its improvement for rental purposes.

In the autumn of 1897, I investigated and made a report upon a proposed line of steam rail road in southern Missouri.

Soon afterwards I re-entered the regular steam railroad service as indicated by the

following item in the Kansas City Star of November 11, 1897:

> "R. J. McCarty, for years the general manager of the Metropolitan Street Railway Company, before the consolidation, was made auditor of the Kansas City, Pittsburg and Gulf railway this morning, at a special meeting of board of directors. Mr. McCarty's duties begin at once.
>
> "Mr. McCarty is widely known as a civil engineer, street railway and rail road man, his ability being recognized all over the country. Since the changes made necessary by the street railway consolidations, he has been consulting engineer. He is a distinct acquisition to the Pittsburg and Gulf forces."

I do not feel that the compliments contained in this item are deserved but am sure they express the sentiments of their originator, my excellent and never to be forgotten friend, Mr. Robert Gillham, who built the first cable railway in Kansas City, and who was then General Manager of the Kansas City, Pittsburg and Gulf Rail Road.

ROBERT GILLHAM

CHAPTER XIX

KANSAS CITY, PITTSBURG AND GULF RAIL ROAD

The Kansas City, Pittsburg and Gulf Rail Road, from Kansas City almost due South to Port Arthur, Texas, was placed in operation in September, 1897.

Port Arthur is situated about twelve miles North of Sabine Pass and the railroad was located in practically the same country through which my father drove in a two horse wagon from Kansas City to Sabine Pass in 1859.

It soon became clear that the books did not show the true financial conditions of the Company; that the records did not give sufficient information for statistical purposes; and that the employes of the Auditor's Office had not been properly organized and disciplined. As a natural consequence the condition of the Accounting Department left much to be desired.

The proper organization of the accounting department of a rail road begins, of course, at the beginning and is gradually developed as construction proceeds and as parts of the road are finished and placed in operation. Thus, when the road shall have been completed the books and records will be in proper condition.

Because of the imperfect manner in which this process had been followed it was necessary to do, as soon as possible, much work which should have been extended over the several years during which the road was being constructed. This condition was aggravated by difficulty in obtaining data which would have been readily available at the proper time. Consequently, the task of bringing the accounts and statistics into proper form within a short time would have been difficult even with an adequate clerical force.

But the indifference and incompetence that prevailed among the clerks was remarkable and required immediate correction. This was accomplished by the rigorous observance and enforcement of the principles which had

been so effective in the reorganization of the employes of the Metropolitan Street Railway Company.

As an instance of indifference there may be cited the case of a young Hollander who was a relative of the principal stockholder of the company and, for that reason, a protege of the President.

A few days after I took charge I called this Dutchman into my private office and said:

"Don't you know that office hours begin here at 8 a. m?"

He said he did but that he could not get to the office before ten o'clock because of his personal affairs.

"Then you had better get another job. You can't stay in this department unless you keep strictly to office hours and do good work."

He then drew himself up and said:

"You do not know who I am?"

"Sure, you are one of the clerks who have been demoralizing this office and destroying its efficiency."

"I will tell the President."

"Glad to have you do so."

What passed between him and the President, I do not know, but he soon returned, made his apologies and afterwards developed into a capable employe.

Thereafter, the President sometimes facetiously called me a "tamer of Dutchmen."

The son of an influential official of the Company afforded a peculiar instance of clerical incompetence.

This young man was intelligent and industrious but after fair trial proved to be naturally so unfitted for accounting purposes that I was compelled to discharge him. When his father asked for his reinstatement I explained my position substantially thus:

"Your son is a bright ambitious young man but he will never succeed as an accountant. So that I cannot employ him without being unjust or unfair:

1. To the Company because he cannot perform the service for which he would be paid.

2. To him because, with his intelligence and spirit, he is certain of success in some avocation for which he is suited.

3. To myself because I am required to produce the best results and this I cannot do without efficient help.

4. To the other clerks because his work must be done and they would have to do a good part of it without any compensation.

5. To the young man who is able and willing to do the work and who for that reason is entitled to the position."

"Have you found this man?" he added.

"I think so, but cannot be sure until he can be judged by his work. But his identity makes no difference. I know that he exists and if I have not found him it is my duty to do so, for reasons stated."

I do not recall the rest of the conversation but remember that I could not convince him that my attitude towards all concerned was friendly and equitable. As a consequence he treated me coolly for some time.

Some years afterwards, I met him on the train. He greeted me cordially and said:

"Do you remember my son who worked for you some years ago?"

"Yes, a fine young man."

"I want to thank you for what you did for him."

"Why, I did nothing but discharge him because he was out of his element."

"But, do you remember what you said to me at the time?"

"Yes, I explained my general position in such matters."

"Well," said he, "I was provoked at you for a while, for which please accept my apologies, but, after thinking about the matter, I saw that you were right. I helped him find a position to which he seemed suited and he is now earning three thousand dollars a year."

"I am glad of that but I am not entitled to any credit. It was the natural triumph of Principle over Expediency. And in this case there was a double victory because the young man who took the place of your son has already been promoted several times and gives promise of going much further. I could cite many similar instances but few if any, are so well defined."

"All of which," said he, "is interesting and seems to justify your position."

In 1898 the Kansas City, Pittsburg and Gulf Rail Road having become affiliated with the Omaha and St. Louis and the Omaha, Kansas City and Eastern Rail Roads, I was appointed Auditor of those roads and removed their offices to Kansas City. In this connection I made my first visit to Philadelphia, with which city I was more favorably impressed than I had been with New York in 1895.

In January, 1898, the General Manager was showing me some maps of Port Arthur when one of the attorney's of the Company happened to come into the office. I told them that when I was a boy I had heard my father say he owned the town of Aurora situated in that vicinity and that not knowing Aurora consisted only of some prairie land with a lot of stakes driven into it I thought my father must be a great man to own a whole town. The attorney then asked my father's name. When I told him he said:

"Joseph McCarty! We have been hunting for him all over the country."

One result of this discovery was the payment of about two thousand dollars to the heirs of my father.

The Kansas City, Pittsburg and Gulf Rail Road, like many other similar enterprises without which the great West could not have been developed, did not earn sufficient to meet expenses and interest. As a consequence, it was placed under receivership on April 1, 1899.

The situation was complicated at first by the appointment of two sets of receivers, one by the State and the other by the Federal Court. And this condition was aggravated by affiliation with the other roads which have been mentioned.

These complications, however, were soon removed by discharge of the receivers for the State Court and by dissociation from the other interests. These things having been done, I was retained as Auditor for the Kansas City, Pittsburg and Gulf Rail Road and of the receivers for the Federal Court.

The principal receiver was Colonel Samuel W. Fordyce, of St. Louis, Missouri, a gentleman whose high character and great ex-

COL. S. W. FORDYCE

ecutive ability were tempered with a generous disposition and adorned with a fine sense of humor.

Robert Gillham, was duly appointed General Manager and Chief Engineer for the receivers, but soon afterwards his family, friends and business associates were bereaved by his untimely death, on May 19, 1899.

In course of time it became my duty to write the obituary of this remarkable man. And from this, after more than a quarter of a century, the following is quoted as a true outline of his character:

> "Mr. Gillham's interesting and valuable career resulted from a rare faculty to create his own opportunities; from an ability to use the same for achievement of practical results; from an integrity and loftiness of purpose which directed his powers to the highest and most useful ends; from a genial and engaging manner, concerning the sincerity of which his contempt for all hypocrisy and his many deeds of disinterested kindness left no room for doubt; and from a courage, constancy and energy which left him ever undismayed."

Mr. Gillham was succeeded as General Manager by J. A. Edson, a man of good prac-

tical ability, who had for several years been associated with Colonel Fordyce in rail road operation.

Within the following year plans for settling the affairs of the Kansas City, Pittsburg and Gulf Rail Road Company were prepared by a Reorganization Committee and on March 20, 1900, all the property and franchises of that Company were acquired through foreclosure proceedings by the Kansas City Southern Railway Company, a corporation created for that purpose.

CHAPTER XX

THE VOTING TRUST

As a part of the plan of foreclosure and reorganization, all the Capital Stock of The Kansas City Southern Railway Company was made subject to a Voting Trust, which was thus given entire control of the property of that Company and of its management for a period of five years.

Under the original organization of The Kansas City Southern Railway Company, Colonel S. W. Fordyce was President; I was Secretary and Auditor and all other officers in the West were continued in the positions they had held under the Receivers.

The position of President, however, was accepted by Colonel Fordyce only temporarily in order to facilitate the reorganization. He was possessed of ample means and held large interests at Saint Louis which required

his attention, so that, although we urged him to remain, he resigned in July, 1900.

The controlling members of the Voting Trust were also predominant in the management of much greater railroad systems, which were competitors of The Kansas City Southern Railway Company; thus, it was natural that they should wish to subordinate the interests of the smaller road to the interest of the larger. I know that Colonel Fordyce did not approve of this policy and believe that, but for it, he might have been persuaded to remain until all the affairs of the receivership had been properly settled.

At this time there remained certain unfinished business of the Receivers, which would require some time for completion. To meet this condition Colonel Fordyce, as Receiver, appointed me his representative in charge of settlement of all matters relating to the receivership and I promised to see that all such work was completed in the proper manner.

The successor of Col. Fordyce, as President of The Kansas City Southern Railway Company, was duly elected by the Voting

Trust and took charge of the property in the latter part of July, 1900.

In November, 1900, I was called to New York for the purpose of a settlement of accounts with the Reorganization Committee and was instructed to report to Mr. E. H. Harriman, who was then Chairman of the Executive Committee of The Kansas City Southern Railway Company.

I reached Mr. Harriman's office on Wednesday morning. He handed me the preliminary report of a New York accountant, and told me to study it. He said he would go to his country home that afternoon and asked me to call Monday when he would give me definite instructions.

Mr. Harriman undoubtedly thought he was conferring a favor by thus leaving me free to play around New York for four full days and five full nights.

I went to the hotel and digested the report of the New York accountant. Then, after considering how to pass the time until Monday morning, I concluded that there was nothing in New York which would afford me greater pleasure than the completion of the

work I had come to perform. Accordingly, I went at once to the headquarters of the Reorganization Committee in Philadelphia, obtained all information available there, returned to New York Friday, completed the data, worked in my room at the hotel on Sunday and on Monday morning submitted a complete report to Mr. Harriman. He showed surprise but made no comment.

After a discussion of the general features of the report I was instructed to explain it in detail to his secretary and, this having been done, I left New York for Kansas City that afternoon.

The second President of The Kansas City Southern Railway Company indicated by his official attitude towards General Manager Edson and myself that he would be much happier with men of his own selection in our respective positions.

Late in February, 1901, in the course of an argument concerning some statements which had been prepared by the Accounting Department, he demanded my resignation.

I told him that I would be pleased to resign as Secretary and Auditor of The Kansas City

Southern Railway Company but that I would not resign as Auditor for the Receivers, because I had promised Col. Fordyce to remain in that capacity until all foreclosure proceedings had been completed. Thereupon he withdrew his request.

On May 29, 1901, I became a member of The American Society of Mechanical Engineers.

In the summer of 1901 I was requested to make an expert examination and report upon the physical property and financial condition of the Louisiana and Arkansas Railway Company. Since this afforded a diversion of which I felt in need, I arranged for a vacation and took much pleasure in the task.

I then returned to my uncomfortable position with the Voting Trust.

In October 1902 I notified the President that I would be able to close all the affairs of the Receivers by April 1, 1903 and that in due course, I would tender my resignation to the Directors to take effect on that date.

Soon afterwards General Manager Edson accepted a better position on another road and resigned.

CHAPTER XXI

RESPITE

I withdrew from railroad service on April 1, 1903, with no definite intention of entering the business field again. My independent income from safe investments was sufficient for my needs, and beyond this I had no compelling ambition to accumulate wealth. In fact, I had reached a stage at which I was free to indulge my propensity for scientific and philosophical pursuits.

One of the tasks to which I devoted much time and thought related to Plane Trigonometry.

My first approach to this interesting branch of mathematics was made at Soule University in 1866, when I was conducted through a jungle of logarithms which I was led to believe constituted an essential feature of the science. Thus, when I reached the portals of

Trigonometry, my mind was distracted by abstract numbers, the derivation of which I did not understand and the accuracy of which I was compelled to accept without proof.

The nature of Plane Trigonometry was then explained and I was informed that:

> "The sine of an arc is the distance of one extremity of the arc from the diameter through the other extremity."

And corresponding definitions were given of the cosine, tangent and cotangent.

I was taught that for any given arc or angle the square of the sine plus the square of the cosine is equal to one and when I asked the instructor the question:

"One what?" he could not explain, although he was graduated from a good northern college.

Then I was informed that all distances measured to the right or upwards must be regarded as positive and all distances measured to the left or downwards must be considered negative. The instructor could neither give a good reason why these distinctions must be made, nor could he prove that, when made, they would not impair the accuracy of the

results. Thus, I was compelled to accept them on faith. But this faith suffered a shock when I discovered that the distinctions did not apply to the radii of circles, and found that the instructor could not explain the matter.

Nevertheless, and the defective character of my instruction to the contrary notwithstanding, I finished the course of Trigonometry at Soule University with the conviction that I was well grounded in that branch of mathematics. That this conviction was an instance of the small value of justification entirely by faith, I discovered at the University of Virginia where I learned that:

Logarithms are not necessary either to the understanding or to the practical application of trigonometry.

The sines, cosines, tangents and cotangents are not distances at all, but abstract ratios.

The rules giving opposite algebraic signs to distances measured in opposite directions are conventions, adopted because they make generally true formulas which otherwise would be true only in particular cases.

At the time our oldest son began the study of Trigonometry in the High School of Kansas City the text books and methods of instruction were practically those with which I had been afflicted at Soule University in Texas thirty years before. In order to steer him clear of my own distracting experience I gave him a preliminary course of lectures on Plane Trigonometry, based upon the principles of Algebra and Geometry, with which he was acquainted. I then took his text book, warning him against the misleading and inadequate conceptions contained therein, and told him to pay no attention to anything his teacher might state in conflict with my instructions. As a consequence, he stood at the head of his class. Subsequently, the same course was pursued with each of our younger sons with similar results. The teachers expressed much surprise that every one of the McCarty boys should have such remarkable talent for mathematics.

This experience encouraged the belief that I might contribute something to the cause of education by writing a treatise on the Ele-

ments of Plane Trigonometry. The systematic preparation of this treatise was begun in April, 1903.

In addition to this, my interest in aerodynamics having been aroused by the experiments of Professor Langley, I undertook a theoretical investigation of the subject, gave it considerable thought and tried quite a number of experiments in a small shop I had at home.

My purpose was to determine whether it is possible to make a machine which would go straight up by its own power. My calculations and crude experiments indicated that this could be done with an engine weighing not to exceed four and one-half pounds per brake horse power. My curiosity having been satisfied I went no further, particulary because those who were supposed to be well informed assured me that an engine weighing less than about eight pounds per horse power was not practicable.

About that time I was requested by some friends for an estimate of the cost and prospective net earnings of a new system of

street railways in Kansas City. This I did but could not recommend the enterprise.

For sake of the experience and because I enjoyed it, I did considerable repair work on the several rental properties that we owned. One day when, in some old clothes, I was doing some rough carpenter work a strange, ordinary looking woman in an adjoining yard beckoned me to the fence in a very supercilious manner. Thinking I might have some fun with her I complied with the greatest humility.

"I am going to move tomorrow," said she, "and want to hire you to help."

"How much do you pay?" I asked.

"One dollar and a half a day."

"But I work for a lady out near Hyde Park and she pays me two dollars a day."

She glared at me rather contemptuously, I thought, and said,

"Well, it's more than you are worth."

I have sometimes thought that she was correct in her estimate.

About this time one of my cousins came out from Virginia to investigate a long standing claim of the McCarty heirs to certain

lands in Kansas City. This claim originated in the activities of my father when he first came west.

In the year 1857 my father, with nine others, formed a syndicate and purchased two hundred and fifty nine acres of land situated in what was then known as the "West Bottoms," just south of the Missouri River and east of the Kansas state line. In course of time this land became the site of many important business interests of Kansas City and increased enormously in value.

Before my father started on his expedition to Texas in the spring of 1859, he sold his interest in this land to his half brother, John McCarty, who was then practicing law at Independence, Missouri. When the Civil War commenced John McCarty joined the Confederate Army and was killed at Vicksburg in 1862. He was a bachelor and left no will, so that his estate descended to his brothers and sisters or their heirs. In 1867 my father employed a lawyer to investigate the matter and was advised that the heirs of John McCarty had no claim that could be enforced. In 1873 my father had the matter investi-

gated again with the same result. I had been asked repeatedly by the other heirs of John McCarthy to investigate the claim, but refused because, in view of what my father had developed, I felt it would be a waste of time.

But my cousin from Virginia had been convinced, probably by some one who wished to exploit him, that the heirs of John McCarty could recover several millions of dollars from the estate and urged me to assist him. To this end I spent some time in collecting the necessary data from the records and in making suitable maps. These I submitted to an attorney, who advised that while the claim of the McCarty heirs had the effect of beclouding the title, it did not seem enforceable. It was then suggested that powers of attorney be obtained from all the heirs and placed on record in the hope that holders of the land would buy quitclaims in order to make their titles clear. But since this would be using a claim that could not be enforced at law to place a cloud upon property solely with a view to being paid to remove that cloud, I not only would not consider it but refused to have anything further to do with the matter.

Some time afterwards I learned that a serious attempt had been made to put the plan into effect and was humilated at the mistaken mention of my name in connection therewith. I took no action, however, to correct the mistake, because I thought best to let the whole thing die a natural death. And this it seems to have done.

This serves to show how close to blackmail respectable people will go when allured by the prospect of getting something for nothing.

The pursuits that have been mentioned together with the systematic study of certain interesting problems in Practical Philosophy occupied all my time and were a constant source of satisfaction. But such is the force of habit that below the surface of this satisfaction there was a growing desire to participate in the more practical affairs of life.

While in this state of mind I was afforded an opportunity to return to the service of The Kansas City Southern Railway Company under very agreeable conditions.

CHAPTER XXII

THE KANSAS CITY SOUTHERN RAILWAY

The Voting Trust, by which the competitors of The Kansas City Southern Railway had practically controlled its management, expired by limitation on April 1, 1905 and at the Stockholders meeting in May 1905, the real owners came into control of their property and elected a new Board of Directors.

In due course, J. A. Edson, formerly General Manager, was elected President and I was elected auditor of the Company. Whereupon, Mr. John W. Gates, who was largely interested in the property, wrote me stating that I "should not have been permitted to leave the service of the Company for one hour."

I found that the condition of the Accounting Department was not what it should have been. Improper entries had been made upon the books and the records did not show cor-

rectly the results of operation. In addition to this the clerical forces had been demoralized by favoritism and laxity of discipline, with the usual result that some of the best men had become dissatisfied and indifferent.

As an instance of the effect of favoritism there may be cited the case of a clerk who had been treated with great partiality.

I called this clerk in and said:

"You must keep better hours and do better work if you want to stay in this office."

Incredible as it may seem, this brought forth the remark:

"All right, I will do that if you will give me a better position."

I am convinced that nothing but favoritism can bring any sane person to such an absurd state of mind.

Having a thorough knowledge of the accounts and records, which I had originally established and developed, and being well acquainted with most of the clerks, I was able to bring the Accounting Department into proper condition within a few weeks.

At the same time the President discovered that the road and equipment had not been

J. A. EDSON

kept in repair and that the Transportation Department had lost much of its former efficiency. In his efforts to find and apply the proper remedies, he often asked my assistance and this I gladly rendered to the best of my ability.

I do not believe that any one can read the annual report of the Company for the year ended June 30, 1905, in which all statements are certified by disinterested experts, without perceiving that the policy of the Voting Trust was to keep the property barely alive for strictly local business, but to paralyze it for competitive traffic.

Early in 1906 the Engineering Department was instructed to reconnoitre a line of railroad from Leesville to New Orleans. This was done and a certain route was recommended. Soon afterwards the President made a trip to investigate the situation and invited me to go along. I soon perceived that, while strictly from an engineering standpoint the proposed location was all right, it was not suited to meet the requirements of traffic. And, when I explained this to the President he recognized its importance and

insisted upon my taking charge of the matter. As a consequence, although the Auditor of the Company, I spent several months in Louisiana in the capacity of an engineer. During this time I explored the country between Leesville and New Orleans, established the route and made a full report, showing estimated cost of construction and equipment and probable net returns per annum from operation, but made no recommendations.

While I was engaged in this work, Mrs. McCarty spent several weeks with me at New Iberia. Being originally from Northern Indiana, she was impressed with the old fashioned southern hospitality and having read Longfellow, she was astonished at the number of "Evangeline Oaks" that lurked along the banks of the Bayou Teche.

After several months I was offered the position of Assistant to the President at an increase of salary, but since the duties and responsibilities would have been somewhat indefinite, I thought best to decline.

The management had adopted the policy of rehabilitating, improving and extending the property in every way consistent with

efficiency and economy. To secure funds for these purposes it was necessary to place at the head of the Company a rail road executive who had the confidence of large banking interests in New York. To this end Mr. L. F. Loree, a gentleman of great ability, excellent character and fine attainments was elected Chairman of the Executive Committee.

Soon afterwards an engineer of national reputation was employed to investigate the proposed line from Leesville to New Orleans. He confirmed the estimates I had made but the prospective net returns were not thought sufficient to justify the enterprise and it was abandoned.

This same engineer was also engaged to make extensive surveys of the territory occupied by the road and recommend a comprehensive plan for improvement of grades and alignment.

In January, 1907, I was made Vice President of The Kansas City Southern Railway Company. This, however, did not change my duties or responsibilities as Auditor.

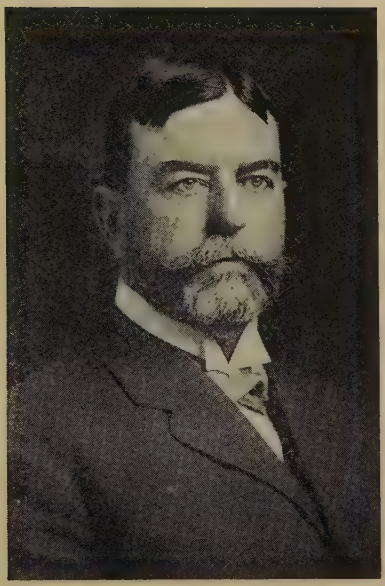
As Vice President I assisted in preparation and execution of plans for improvement.

Also, I investigated and made reports upon the conditions, resources and prospects of certain other roads with a view to determining whether The Kansas City Southern Railway Company should acquire an interest in the same.

Some of my friends wondered why the Accounting Department did not become inefficient because of my frequent absence for several weeks at a time. The reason it did not was that, contrary to the theory of my good friend of the Kansas City, Springfield and Memphis Rail Road, under whom, years before, I had been chief clerk, I had, by the methods which have been indicated, spared no effort to fix the Department so it would run itself and had succeeded fairly well by means of a proper organization of competent assistants and clerks.

In March, 1907, I investigated and reported upon the character and conditions of the Midland Valley Rail Road in Oklahoma and the St. Louis, Brownsville and Mexico Railway in Texas.

The St. Louis, Brownsville and Mexico Railway traversed the same territory which, as a desert, had given my father so much



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trouble while exporting cotton during the Civil War. Within forty years, however, this region had been made remarkably productive by means of artesian wells. Here I was surprised at the absence of buzzards, because formerly these birds were regarded as good scavengers and had been protected by law. I was told that their excrement contaminated the grass and spread disease among the cattle and for this reason the law had been repealed and the buzzards exterminated.

This brought to mind the conclusion of the philosophical historian, Buckle, that:

> "The most valuable additions made to legislation have been enactments destructive to preceding legislation; and the best laws which have been passed, have been those by which some former laws were repealed."

In May, 1907, I was asked to investigate and make a report upon the advisability of The Kansas City Southern becoming one of the proprietaries of The Kansas City Terminal Railway Company, which proposed to build a Union Station and otherwise improve the railroad terminals at Kansas City. The report showed, in effect, that although the cost of becoming a proprietary would be great,

on the other hand, the loss through failure to participate would be greater. Accordingly, The Kansas City Southern Railway Company became one of the twelve equal stockholders of The Kansas City Terminal Railway Company.

About this time I made a systematic study of the statistics in order to establish more reliable formulas for estimating transportation costs. The results obtained proved to be of considerable value, but neither the public nor the Company could be given the full benefit because of regulations of the Interstate Commerce Commission.

Here again I was reminded of the conclusion of the historian, Buckle to the effect that statesmen might well devote more of their time to the repeal or modification of laws that demonstrably do more harm than good.

In 1909 the management requested definite information concerning several connecting lines in the South and certain waterways leading to the Gulf of Mexico.

Accordingly, I investigated and made detailed reports upon the following:

The property of the Louisiana Railway and Navigation Company in Louisiana from Shreveport to New Orleans, including terminals at latter point; The Beaumont, Sour Lake and Western Rail Road in Texas, from Beaumont to Houston; The Houston Belt and Terminal Railway; The Colorado Southern, New Orleans and Pacific Rail Road in Louisiana, from DeQuincy to Anchorage; The Calcasieu River, Lake Calcasieu and Calcasieu Pass, from Lake Charles to the Gulf of Mexico; and the Atchafalaya River in Louisiana, from its source near Red River to Grand Lake.

In 1909 and 1910 the duties of Vice President required less time than formerly, which left me some leisure that was used in developing my treatise on Plane Trigonometry and in the preliminary work on an essay in Practical Philosophy.

Also, in 1909 the advent of Halley's Comet reawakened my curiosity and led me to the following theory:

A comet consists of a small quantity of solid material surrounded by a large volume of gaseous matter.

The gaseous envelop is thrown out of equilibrium by tidal action and by enormous expansion by heat on the side nearest the sun.

This produces in certain particles of gas a velocity greater than they would acquire by falling to the nucleus and this, according to the laws of central forces, would cause those particles to move in hyperbolic orbits with respect to that nucleus.

I sent a detailed statement of this theory to a Professor of Astronomy. He advised me somewhat contemptuously, I felt, that the astronomers knew all about comets. The attitude of the gentleman appeared to be similar to that of the celebrated mathematician, John Bernouilli, who, about fifty years after the publication of Newton's Principia, read before the French Academy of Sciences an elaborate document in support of the Cartesian theory of vortices. Since I did not have any more time to devote to the subject, I let the matter drop.

In 1911 I investigated and reported upon the character and conditions of the Fort Smith and Western Rail Road and of the Missouri and North Arkansas Railway.

I went over the Missouri and North Arkansas Railway with the principal stockholder, who was an elderly Irishman with a good sense of humor.

When we were introduced, he said:

"Ain't you a nephew of your Aunt Sallie?"

"Certainly not," said I.

"How so?"

"I am her step-nephew, if such a thing is possible."

His son had married one of Sallie's daughters by her second husband. He said he had often heard her speak of me.

Also, about this time I made a reconnoissance and report on the proposed extension of the Louisiana and Arkansas Railway in Louisiana from Jena to Vidalia.

In 1912 Mrs. McCarty and I visited the Panama Canal Zone, where we spent about ten days.

She then wrote an illustrated book entitled, "Glimpses of Panama and of the Canal," for distribution among her friends. This book might have had a large sale had it been published with that end in view and properly advertised.

In this connection Mrs. X—, one of Mrs. McCarty's friends, did me the honor to ask my advice.

"I, myself, have also written a book," said Mrs. X—, "but I don't know how to go about getting it published, please tell me."

"Of course, Madam, I know nothing of your book and my judgment would be worth nothing if I did, but you should have no difficulty if you possess a certain resource."

"How interesting, what is that?"

"A husband with about a thousand dollars who is willing to spend it for that purpose."

I am afraid this cost me something of the lady's confidence and good will.

In the summer of 1913 I was given entire charge of the valuation of The Kansas City Southern Railway properties under the Federal Valuation Act, approved March 1, 1913.

The Kansas City Southern Railway was about the first important property to which the Valuation Act was applied.

The problem required the systematic development of every fact, condition, truth and principle which might have any relation to the so called value of the property and the

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determination of the effects which those facts, conditions, truths and principles might possibly have upon the problem of Federal Valuation.

Since this would require practically my whole time and attention for an indefinite period, I asked to be relieved of responsibility for the accounts. But while the management was willing to relieve me of the details, it insisted that I remain in general charge of the Accounting Department. Accordingly, I resigned as Auditor; a man of my selection was given that position and I was elected Vice President in charge of Accounts and Chairman of the Valuation Committee.

In the latter capacity I at once organized and placed in operation the necessary forces of engineers and accountants with a view to developing the facts and conditions affecting the Valuation.

I then began a systematic search for the principles by which the facts and conditions should be applied when developed. This involved many complications, required much investigation and thought and, as a consequence, consumed a great deal of time.

Since The Kansas City Southern was first in the field, the results reached were published for the benefit of all concerned. This was done by means of a treatise on Depreciation of Railroad Property, issued in January, 1914, and a treatise entitled Federal Valuation of Railroad Property, published in February 1915. But because of the immense quantity of engineering and accounting work involved, it was not until in June, 1916, that I was able to finish and submit my final report, which was entitled:

Valuation of the Properties
of
The Kansas City Southern Railway Company
and of its
Proprietary and Subsidiary Companies

The report was printed and distributed to all the Railroad Companies in the United States.

This having ended my direct responsibility, the problem of Valuation was then turned over to the Legal Department. But I spent most of the following year assisting the

lawyers in the various controversies which arose with the Interstate Commerce Commission.

In August, 1917, I went to Colorado to assist Mr. L. F. Loree in an expert examination of the property of the Denver and Rio Grande Railroad Company. As my part of this work I inspected the narrow gauge system of that company and made a detailed report upon the same.

On January 1, 1918, the Government of the United States, as a general war measure, took possession and control of all the railroad property of The Kansas City Southern Railway Company. All the officers, however, were continued in their positions until July 1, 1918. On that date the Government required all officers and employees retained in the service to sever connection with the Company. This relieved me of all responsibility to the Government for the Accounting Department. The Chairman of the Board of Directors then asked me to take charge of all the affairs of the Company in the West and to establish a proper organization. This I did, but soon found my-

self compelled to act as a buffer between the Government and the Company.

While this made the position unpleasant it was not intolerable and there was really no good reason why I should not have remained indefinitely had I so desired. But I was then over 67 years of age; had remained much longer with the company than I had intended; I did not need the salary and there was no reason why I should not devote the remainder of my life to my favorite pursuits. Accordingly, in September, 1918, I mailed my resignation to the New York Office.

The Chairman wired me to come to New York and when I arrived asked me what was the matter. After I had explained he offered to increase my salary if I would withdraw my resignation. But I had made up my mind to retire and arranged to leave the service of the Company on November 1, 1918.

CHAPTER XXIII

PLANE TRIGONOMETRY

Immediately after retirement from rail road service on November 1, 1918, I arranged my private business affairs so that they would require the minimum attention consistent with good management.

I then renewed my attempt to develop and express the principles of Plane Trigonometry in the simplest and most natural manner. As already stated, this work was commenced in 1903. I thought it was finished in 1912 and submitted the manuscript to the criticism of a friend who had taught Trigonometry in the Public Schools for seven years. This friend not only approved of the work but expressed great surprise that I had been able to explain Trigonometry without the use of logarithms. Thus encouraged, I sent the work to a publisher by whom it was returned with thanks as unavailable. After receiving

many such thanks it occurred to me that this was possibly because it had been referred to some professor who could not overcome the conceptions of trigonometry that had been derived from the misleading text books with which I had been afflicted in my youth.

In 1913, as a last step short of its propagation at my own expense, the treatise was sent to a School of Correspondence by which it was accepted. Then there followed such an extended correspondence concerning the details of the work, that it was not until 1917 that the first galley proofs were received. To illustrate the propensity of some men to meddle with matters of which they have only a superficial knowledge, the following is quoted from a letter I wrote to this School on June 14, 1917:

> "You have destroyed the simplicity and clearness of form which I labored to produce.
>
> "You have changed the matter relating to Conventions of Algebraic signs so as to condemn it in the estimation of any capable mathematician.
>
> "You have arranged the figures without regard to the context in many important instances.
>
> "You have made the text illogical by subordinating the general to the particu-

lar in a number of important places.

"Now, the whole transaction was based upon the condition that I should approve the proofs, and the whole difficulty is that you have so changed the original text as to destroy my work. As a consequence, I cannot give my approval."

The School then made a proposal to purchase the manuscript. To this I replied that such a thing would be impossible because I knew that institution did not have all the money in the world and it would take more than that to buy the privilege of spoiling my work.

Nevertheless, this correspondence revealed many changes that might be made with advantage to the whole. Accordingly, I decided to rewrite the work. After this had been done and after much additional correspondence with the School, the work was published in March, 1920.

The preface to the published treatise reads as follows:

"The purpose of this treatise is to develop the principles of Plane Trigonometry in the simplest and most natural manner.

"For convenience of reference the geometrical principles upon which Plane

Trigonometry is based are clearly set forth.

"Ratios of Angular Measure, for sake of simplicity and accuracy, are consistently treated as abstract numbers, since that is their nature.

"Conventions of Algebraic Signs are treated so as to show that their purpose is to make generally true formulas which otherwise would be true only in particular cases.

"In order not to distract the mind with unnecessary theory, the principles are developed in ascending order with especial reference to immediate application. For this reason logarithms are omitted, since they are not necessary to a knowledge of trigonometry and require a tedious digression at the very point at which the science may be made interesting by practice. To compensate for this omission round numbers are used, the data otherwise simplified, and the arithmetical work made to compare favorably with that involved in the use of logarithms. In this way the problems are made less formidable and their solution more convincing and instructive. In addition to this the student is encouraged by illustrative examples taken from actual practice.

"Having developed the principles of Plane Trigonometry with reference to their immediate application, the treatise is extended in the final chapters in order

to broaden the view and prepare the way for the study of Spherical Trigonometry and the higher branches of mathematics."

One of my friends to whom a copy of this treatise was sent, who is a Civil Engineer of large experience and General Manager of an important rail road, wrote me as follows:

"I congratulate you as the author for having had the courage to prepare a text book the contents of which can really be understood.

"It has been my experience in the past year or two to review a number of text books that are being used by my two daughters who are students at College, and particularly one book on Trigonometry; but even though I thought I had at one time quite a thorough knowledge of Trigonometry, I was incapable of understanding the line of reasoning of the author of the book which they used. It was necessary for me to coach one of my daughters on the subject during the summer months, in order to prepare her for examinations in the fall, and I was obliged to discard the text book entirely and instruct her from the standpoint of my experience as an Engineer. This proved sufficient to the task, however, and she passed the examination without any difficulty, while it was utterly impossible for the two of us to understand the text book with which she had been provided."

It will be observed that the experience with Trigonometry of this gentleman and his daughters was practically the same as that of myself and sons.

I am informed that the treatise has been listed as a text book by two important educational institutions and that it is meeting otherwise with some success.

Under the arrangement made with the publishers, they are given the free use of the text and whatever they can make out of it, while I own the copyright. Hence, there is nothing to prevent me from having the work published independently and introduced on my own account. This, however, I have no desire to do; particularly, because I can think of no task for which I would be more unfitted both by nature and education.

But the moderate success of the treatise so far, together with the belief that it will gradually lead to better methods of teaching Trigonometry; and the pleasure afforded by its preparation, are sufficient reward for the time and effort expended in its development.

CHAPTER XXIV

WISDOM AND PURPOSE

Prior to March 1920 and when not engaged upon the treatise of Plane Trigonometry, I continued the preliminary work on an essay in Practical Philosophy which, as already stated, was begun in the year 1909.

I worked almost exclusively on that essay from March, 1920, to May, 1921, when I was requested to represent The Kansas City Southern Railway Company in a controversy which had arisen among the twelve proprietaries of The Kansas City Terminal Railway Company. This task was long drawn out and involved many complications; so that it was not finished until December, 1921.

I then resumed work on the Essay in Practical Philosophy and finished it early in 1922. In order to subject the work to a theoretical test, I sent the manuscript to the Professor

of Philosophy of a well known University and asked for a candid criticism. He pronounced the work meritorious and expressed surprise that "a busy business man, without special training, should have produced the essay." He did not seem to realize that long experience in the practical affairs of life affords the best available training for a practical philosopher. His only criticisms were that the distinctions between the theoretical and practical were too severe and that the problems had been oversimplified. But, since I did not believe it possible to make the distinction between theory and practice too sharp and clear or to over-simplify any problem, I regarded his criticisms as compliments.

The manuscript was sent to several publishers in succession, but was returned as unavailable because of the high cost of printing and the small demand for philosophical works. Possibly it was referred to some theorist who condemned it for over-simplification of the problems. Then, I showed it to a Rotarian friend who was much interested and insisted upon its immediate publication, because, he said, the Rotarians needed it as their text book. Not having a spouse who

was willing to spend a thousand dollars for that purpose, I published it at my own expense under the title of:

"Wisdom and Purpose"

I was moved to prepare and publish this treatise by curiosity concerning the nature and practical significance of Wisdom, considered as the highest type of intellectual excellence.

At first I supposed that my curiosity might be readily satisfied by consulting the books that had been written on the subject. Accordingly, I searched my own library and all others that were accessible, but, much to my surprise, without satisfactory result.

I then wrote to the librarian of each of a number of prominent American Universities as follows:

> "I have had occasion to inquire concerning the nature and practical significance of Wisdom in its most comprehensive sense as the highest type of intellectual excellence, but from the sources of information available to me have been unable to derive anything that is satisfactory.
>
> "The theologian accepts the Scriptural conception that:
>
> " 'The fear of the Lord; that is wisdom.'

"The metaphysician devotes his thoughts to what passes in his own mind with little regard for practical affairs and considers wisdom as ability to discover and comprehend speculative truth.

"The educator, intent upon the pursuit and inculcation of learning without definite regard to its practical application, treats wisdom as ability to acquire and conserve theoretical knowledge.

"The man of affairs, absorbed in achievement of practical purposes, regards wisdom as equivalent to practical ability.

"None of these conceptions being sufficiently comprehensive for my purpose, I write to ask if you will kindly refer me to some work of recognized authority that I may consult."

Some of these gentlemen made no reply, from which I inferred that they were unable to furnish any information on the subject and that they did not like to make the admission. Several others seemed interested and referred me to numerous works all of which I examined; but in none could I find any information that was essentially different from that I already possessed.

After much thought and with due regard to recognized authority I found that Wisdom may be implicitly defined as:

That state or condition of mind which qualifies a man in disposition and ability for the systematic achievement of good purposes.

Then, subjecting that definition to analysis it was developed that:

A good purpose is one that conserves and promotes the ultimate welfare and progress of man.

An evil purpose is one that is detrimental to human welfare and progress.

The conduct of man is the only proper basis for adequate distinctions of good and evil.

Good purposes, by reason of their satisfactory consequences, are persistent and prolific.

Evil purposes, because of their unsatisfactory consequences, tend to bring about their own correction.

Good purposes, taken as a whole, must prevail in the end over all that are evil.

The Wisdom of Man may be explicitly defined as a combination of:

Practical Knowledge:

That which is immediately available for achievement of the purposes of man.

Discretion:

Ability to make efficient use of means under changing conditions and practice.

Judgment:

Ability to distinguish good from evil purposes.

Virtue:

Disposition to make the best use of all obtainable means for achievement of good purposes.

Intellectual efficiency is a combination of practical knowledge and discretion. Its highest type is executive ability, which is:

Ability to cause different men to subordinate their abilities and co-operate in the achievement of a common purpose.

The degrees of human wisdom are shown to be as follows:

The wisdom of the human individual cannot be great and at its highest limit consist of executive ability and virtue, combined with a judgment that recognizes its own deficiencies and defers to the best available judgments of other men.

The wisdom of man in general, with its qualities existing in different men but properly combined by executive ability, is great in proportion to the knowledge and discretion of the individuals and to the judgment and virtue of the whole.

The highest possible degree of human wisdom is that which must manifest itself in the best and greatest use, through self-enforcing laws and rules of order, of all obtainable means for the achievement of a single good, great and practical purpose.

Unlimited wisdom must differ from limited wisdom not in kind but only in degree so that in forming a conception of the Wisdom of God:

> The best that any man can do is to assume that the creative and governing Cause, with absolute liberty and infinite power, is possessed, to the highest possible degree, of all the intellectual qualifications which constitute the wisdom of man, and then accept the philosophical consequences of that assumption.

On basis of this assumption and of the observed phenomena of corporeal, vital and intellectual existence, the existence of a single All-powerful, All-wise creative and governing Cause requires that:

> In the beginning every corporeal, vital and intellectual entity must have been in the crudest possible state consistent with mere existence.
>
> The dominion of self-enforcing law and order must be absolute and unconditional.

The general conclusion reached is that:

> Under an adequate conception of Wisdom the findings of Practical Philosophy are in substantial accord with the hypothesis of a single supernatural Cause of absolute liberty, infinite power and unlimited wisdom, until that transcend-

> ental doctrine reaches the confines of conceivable existence and passes out into the Great Unknown.

All of which means that those men who believe there is any real conflict between true Religion and the discoveries of Philosophy and Science must have mistaken notions concerning Wisdom. In other words:

> Any Religion will conflict with Science to the extent that the wisdom attributed to its God is defective.

Thus it appears that when all men shall have reached a true conception of the nature and practical significance of Wisdom, the controversies between Religion and Science will practically disappear.

The principal reason why more progress has not been made towards that end seems to be the propensity of man to form his conceptions of Wisdom from the little that he has instead of from the magnitude of that which he has not.

My hope that Wisdom and Purpose will contribute something towards the reconciliation of Religion and Science and the satisfaction derived from its development, constitute a sufficient reward.

CHAPTER XXV

TO THE PRESENT TIME

In the summer and autumn of 1922 my wife and I made a long intended tour of Europe. We traveled by ourselves because we felt that we would not enjoy the restrictions to which we would be subjected as regular members of a tourist party. However, we often availed ourselves temporarily of the excellent facilities of the tourist agencies.

We had no difficulty and derived much pleasure from the exploration of Liverpool, Edinburgh, York and Lincoln Cathedrals, Haddon Hall, London and vicinity, Paris and its environs, Nice, Monte Carlo, Genoa, Rome, Florence, Venice, Lucerne and vicinity, Brussels and The Hague.

As soon as we had returned I yielded to the suggestions of my family and several of my friends and commenced the preparation of these memoirs.

This work was suspended in January, 1923, in response to a request by the management of The Kansas City Southern Railway that I make an expert report and recommendations concerning some extensive improvements that were under consideration. This report was finished in the latter part of May 1923.

In August, 1923, I was again interrupted by the request of another railway company for a report concerning the proposed acquisition of certain other railroad property. This work was finished in about three weeks.

Then, my curiosity concerning the problem of peace having been aroused, I prepared and submitted to The American Peace Award what I believed to be the most practicable human plan whereby the United States might co-operate with other nations to achieve and preserve the peace of the world. The following is a general summary of this plan:

> The permanence and efficiency of such a plan naturally depends upon whether nations of predominant power and influence are disposed to peace.
>
> The predominance of power and influence is held by the United States and Great Britain; which great nations are both disposed to peace, opposed to

aggressive war and have kept peace between themselves for more than one hundred years.

Therefore, the most practicable plan by which the United States may co-operate with other nations to achieve and preserve the peace of the world would seem to be:

For the United States and Great Britain, as principals, to enter into a formal Covenant of Peace to which other nations may become parties under certain conditions.

This Covenant to provide for the creation and maintenance of a Tribunal of International Peace.

All parties to the Covenant to submit every controversy to this Tribunal.

Should the Tribunal fail to reach a decision the controversy to be referred to a Board of Adjudication.

Every decision of the Tribunal of International Peace or of a Board of Adjudication to be equivalent to a negotiated treaty.

Should any two nations whatsoever engage in organized warfare, the Tribunal of International Peace shall determine which is the Aggressor.

Parties to the Covenant shall be bound not to render any assistance to the aggressor and be bound to use every legitimate means to prevent their citizens from rendering such assistance.

All parties to the Covenant to assist the aggrieved nation in every way that

> may be practicable without actual participation in the conflict and to stimulate their citizens to give that nation every assistance in their power.

The sole effect of this effort was to organize my own notions concerning the subject.

In November, 1923, I was asked to assist The Kansas City Southern Railway Company in some important litigation growing out of certain events which occurred during the time of the Voting Trust. The task was finished in January, 1924.

Since then my time has been devoted to the preparation of these memoirs, which will now be brought to a close with a few remarks, which modesty would exclude were they not necessary for completeness.

Many years of observation and experience have emphasized the well known but much neglected principle that:

> The only reliable sources of human welfare and progress are honesty, industry and thrift.

That I have been honest according to accepted standards is indicated by my never having been a party to a law suit and by my never having been really in debt except for

the first home we bought, which debt was paid before it became due; and by the following quotation from a letter written me several years since by Col. S. W. Fordyce.

> "You are one of my friends to whom I always feel safe in applying the old maxim: 'An honest man is the noblest work of God.' "

That I have been industrious and thrifty is indicated by the fact that by virtue of industry and thrift I long since achieved a competence.

I have been reasonably temperate, have regularly taken sufficient exercise, have never eaten to repletion and, consequently, have had good physical health.

Also, the interest taken in my tasks has made most of my work so much like play that I have seldom felt the need of mental relaxation or recreation.

And finally, there can be no doubt that much trouble, both for myself and for others has been avoided by my efforts to observe the important rule that:

> "Every man should spend exactly half his time minding his own business and all of the other half letting the business of other people alone."